

## 5. FEEDBACK ON DESIRED CHANGES TO MISSION AND VISION STATEMENTS AND GUIDING PRINCIPLES

### MISSION

- Still relevant - Rebrand but leave Mission and Vision generally as is but be sure to the mission is clear on what we need to do with the youth
- Change From: The Mission of the South Coast Task Force on Youth Gangs is to eliminate gang activity, thus improving the safety and quality of life for youths - To: The Mission of the South Coast Task Force on Youth Gangs is to improve the safety and quality of life for youths and eliminate gang activity.
- Drop the word gang from the title of the Task Force
- While the word “gangs” is a loaded word we could lose focus if we stray too far from our mission by eliminating it
- Unrealistic that we’re going to “... eliminate gang activity – but its fine to shoot for the moon
- Use mitigate instead of eliminate gangs
- Broaden our scope to all youth
- Change “at risk youth” reference to “youth in at risk situations,”
- Refresh and rework the overall framework which is generally good
- Consider disbanding if our work is done
- Don’t disband now - remember that the best time to deal with the problem is when the problem is not large – DON’T LET THE GUARD DOWN NOW!

### VISION

- Looks good – big picture perspective
- Drop “... rather than join gangs.”

### NAME

- In 2008 “Gang” was needed in the name – but may not be needed today
- Consider dropping the word gang from the title of the Task Force
- Gang could be considered a stigmatizing pejorative word – can we make our name more positive
- While the word “gangs” is a loaded word we could lose focus if we stray too far from our mission by eliminating it - Don’t lose focus by changing words - Stay true to targeting youth in need of services – don’t lose the target population when the numbers are down – this can quickly change if we’re not paying attention
- Delete the word “gangs” from the title of the Task Force – but keep it as a subtitle or in the guiding principles
- In 2007 we focused on intervention and fear of harm – in 2015 we can change our focus to hope
- Consider changing Task Force to “Roundtable”
- “Gang” reference in Task Force could change - In lieu of “gangs” consider: South Coast Task Force on...
  - Youth Safety
  - Youth Resiliency
  - Youth Violence Prevention
  - Juvenile Crime
  - Juvenile Delinquency

- Juvenile Violence
- Juvenile Crime
- Youth Opportunities
- Youth

## GUIDING PRINCIPLES

- Keep focus on at risk – if an older brother is involved, the younger brother is at risk
- Remain proactive and persistent – gangs are generational
- Effect of gangs: “Gangs influencing or harming my community compromising a safe place to live – a community that is able to go out without fear of harm”
- Make the guiding principles more active - Instead of “We need to provide ...” make it more active by starting the statement with an active verb: “Provide...”
- List the steps to achieve the principle – with actions and deadlines
  - # 1 - Reverse the order when the gang problem is down and focus on at risk and add “other youth”
  - # 2. Valid - Continue
  - # 3 c. Add focus on serving females, and addressing mental health and substance abuse issues – “... we need to remember the female...” needs to be made stronger: “we must ensure we provide services to females...”
    - Inventory services and identify service gaps
      - a. Youth gangs vs. at risk of gang involvement
      - a. “Youth gang caseworker” vs. a different name
  - # 4. a. Add data sharing specifically
    - b. “We need to have the ability to educate and expand to measure program effectiveness
    - b. Need to focus on evidence based programs and a commitment to program evaluation
    - Carry this principle to the service provider group to get there
    - Gang Case Workers – there is probably a better name but the role is still important
    - We should be tracking what happened with these youth
    - Programs need to show a return on investment
    - Add – Engage the business community to...
  - # 5. - We haven’t done anything outside the box-Still applicable
  - # 6 Still very important
    - Make it number 1
    - Consider cyclical nature of youth violence, gang activities and the importance of sustainable intervention and prevention programs
    - Replace the word patient with persistent
    - Last statement – integrate in introduction

## A. STRATEGY TEAM RECOMMENDATIONS

1. RECOMMENDATION: **Continue the Task Force effort with composition and organizational changes recommended below in items 2-9.**

### REASONS FOR RECOMMENDATION

- Although the number of youth with Gang Terms and Conditions on the south coast has dropped from 245 in 2009 to 118 in 2014, we still have youth in our community subject to Gang Terms and Conditions
- Although youth gang issues are significantly down and rarely existent, now is not the time to disband but to pursue a broader direction and expand our partnerships to meet today's youth needs
- The Task Force has brought dialogue and consensus on a variety of issues dealing with youth violence
- We continue to break down silos and coordinate efforts to leverage resources – coordination with others has been our biggest accomplishment
- At the end of the day successfully working on community issues is typically not the work of one agency, but the result of a collective effort  
We must not forget that it takes very little for violence to erupt. We should always remain vigilant and be able to respond quickly without having to start all over again

2. RECOMMENDATION: **Continue the role of the Task Force as a convener to establish linkages and coordination and not become a program operator.**

### REASONS FOR RECOMMENDATION:

- The goal of bringing agencies to the table to work together has been met – the partnerships created are a great accomplishment – we have met our objective of being an effective convener
- The Task Force remains an independent broker of partnerships without becoming a competitor for limited program funding
- At the onset the founders of the Task Force foresaw that the collective effort of partnerships yields synergism – that has not changed

3. RECOMMENDATION: **Change the current focus from enforcement, intervention and prevention to  
“Prevention and intervention while simultaneously remaining ready to address a resurgence of youth violence.”**

### REASONS FOR RECOMMENDATION

- Our south coast is not experiencing the youth gang violence and problems of past years. In fact, youth violence, gang incidents are now rare and the number of youth with gang terms is down from 245 youth in 2009 to 118 in 2014 and trending down in in 2015

2009 – 245

2010 – 223

2011 – 224

2012 – 185

2013 – 157

2014 – 118

- However, schools and social service agencies are seeing an increase in mental health and substance abuse problems among youth, compounded by other at risk situations in which they live; These problems, combined with other factors can lead to youth violence
- The Task Force Strategy Team is now working to maximize return on investment of existing resources by addressing targeted youth issues collectively by focusing on:
  - Convening schools and service providers to identify and address the mental health and substance abuse needs of our youth and pursue partnerships and strategies to meet their needs
  - Convening various agencies to develop a pilot mentoring program to serve a small group of youth in at risk situations with the hope of finding better ways to provide services and programs with results that can be measured
  - Convening partners to identify and improve partnerships to better coordinate job preparation services and employment opportunities for youth in our community
  - Convening service providers to strengthen their ability to develop evidence based programs and conduct program evaluation
  - Convening partners to hold community forums and workshops focused on a variety of youth and family needs
  - Developing and publishing an online service provider inventory and other instruments to identify available services in our community

**4. RECOMMENDATION: Refer to “youth in at risk situations” rather than “at risk youth.”**

REASONS FOR RECOMMENDATION: This is an important distinction that avoids stigmatizing our youth and broadens the options for self-improvement by focusing on changing the environment and conditions, typically at the root of the problem, rather than chastising the youth.

**5. NAME – RECOMMENDATION: Change the name from the South Coast Task Force on Youth Gangs (SCTFYG) to:**

**South Coast Task Force on Youth Safety (SCTFYS)**

REASONS FOR THE RECOMMENDATION:

- Our south coast is not experiencing the level of youth gang violence issues of prior years. In fact, youth violence and gang incidents are now at an all-time low.
- Our focus has changed from “youth gangs” to “youth safety”
- At its inception, the word “gang” was included in the name by a majority vote. But, it was only by a slim margin. Since then, there have been frequent suggestion to drop “gangs” from the name – with the changing conditions now is the time to make the change.

Other names considered but not recommended include:

- South Coast Task Force on [Youth](#)
- South Coast Task Force on [Youth Opportunities](#)
- South Coast Task Force on [Youth Resiliency](#)
- South Coast Task Force on [Youth Violence Prevention](#)
- South Coast Task Force on [Juvenile Violence](#)
- South Coast Task Force on [Juvenile Delinquency](#)
- South Coast Task Force on [Juvenile Crime](#)
- South Coast Task Force on [Youth In At Risk Situations](#)

6. VISION STATEMENT – RECOMMENDATION: **Drop the vision statement** - *“The vision of the South Coast on Youth Gangs is to foster a caring environment and opportunities for youth to fulfill their educational, employment, personal potential rather than join gangs”* - and adopt a new mission statement with an expanded set of guiding principles

REASON FOR RECOMMENDATION: The modified Mission Statement with updated Guiding Principles renders the vision statement unnecessary. Having both statements could minimize the value and effect of a broader Mission Statement

7. MISSION STATEMENT – RECOMMENDATION: **Change the Mission Statement** from, *“The mission of the South Coast Task Force on Youth Gangs is to eliminate gang activity, thus improving the safety and quality of life for youths, their families, and the community.”* to:

**“The mission of the South Coast Task Force on Youth Safety is to improve the safety and quality of life for youth, their families, and the community.”**

REASONS FOR RECOMMENDATION:

- The proposed Mission Statement drops the focus on youth gangs and emphasizes the shift to a broader mission.
- Our south coast is not experience the youth gang violence issues of prior years. Our focus has changed from “youth gangs” to “youth safety.”

**8. GUIDING PRINCIPLES – RECOMMENDATION: Adopt the following Guiding Principles**

**The South Coast Task Force on Youth Safety will:**

- 1. Remain as a convener in the south coast to facilitate coordination, blending of resources, and partnerships by the agencies that serve youth in at risk situations.**
- 2. Advocate for and value the importance of a collective community effort.**
- 3. Advocate for a full range of comprehensive services to youth and their families.**
- 4. Address the needs of male and female youth susceptible to victimization.**
- 5. Advocate for evidence-based programs that can be evaluated for program outcomes.**
- 6. Advocate for client specific services based on the individual needs of youth and their families.**
- 7. Advocate for prevention and intervention services to youth in at risk situations.**
- 8. Respond proactively with prevention, intervention, and enforcement services for male and female youth in or at risk of becoming involved in gangs.**
- 9. Be patient, youth problems did not develop suddenly and solutions will not be accomplished overnight**

REASON FOR RECOMMENDATION: Like the Mission Statement, the proposed Guiding Principles deemphasize the focus on youth gangs and aligns the principles with the shift to a broader mission. Below are the current 2009 – 2015 Guiding Principles of the South Coast Task Force on Youth Gangs:

1. We need to focus on services to the target population:
  - Youth actively involved in gangs
  - Gang affiliates and potential gang members
2. We need comprehensive programs that include suppression, intervention and prevention strategies
  - We need to advocate for client specific services based on the individual needs of youth and their families, not a cookie cutter approach
3. We need to advocate for more coordination and partnerships by the agencies involved with youth gang intervention, prevention and suppression programs
  - We need to promote the availability of a youth gang caseworker in every school to prevent, suppress and intervene with youth gangs
  - We need to promote a full range of services to assist the youth and his family
  - We need to remember the female youth involved with and affected by gangs
4. We need a reliable funding stream to support programs with a track record of success or new promising programs that satisfy unmet needs
  - We need to build on the base of successful client driven programs created through coordination and pooling of resources.
  - We need to have the ability to measure program effectiveness and efficiency
5. We need to be experimental, risk takers ready to move forward accepting the premise that if all possible objections must first be overcome nothing of significance will ever be accomplished – we will have successes and failures but doing nothing should not be an option.
6. We need to be patient
  - Problems did not develop overnight
  - Solutions will not be accomplished overnight

**9. FREQUENCY OF TASK FORCE MEETINGS - RECOMMENDATION:  
Expand the composition of the Strategy Team, which meets monthly,  
and change the frequency of the full Task Force meeting from quarterly  
to twice per year, on March and September.**

**BACKGROUND:**

When the Task Force was first established, a “Leadership Council” and an “Executive Council” made-up the policy and administrative parts of the Task Force.

The Leadership Council was composed of local government, law enforcement, and education elected officials. The Leadership Council was primarily a policy body.

The Executive Council was composed of chief executives of local government, education, law enforcement, social services, business, faith community, a youth and a parent, and service providers involved in intervention, prevention, and suppression of youth gang violence. Their purpose was to secure funding and provide administrative oversight.

Initially there were many policy decisions to make and the Leadership Council met monthly with the Executive Council. That was later changed to joint meetings every other month and eventually to quarterly meetings. During the formative stages of the Task Force a “Strategy Team” was established to fill the gap between meetings, focus on day-to-day operations, and expand joint efforts.

The Strategy Team currently includes:

- Jill Sharkey, Ph.D., LSOE, Gevirtz Graduate School of Education, UCSB
- Steve DeLira, Deputy Chief Probation Officer, County of Santa Barbara
- Pam Antil, Assistant City Administrator, City of Santa Barbara
- Frann Wageneck, Assistant Superintendent of Student Services, Santa Barbara Unified School District
- Barnaby Gloger, Pupil Services Administrator and Principal, Rincon High School, Carpinteria School District
- Fran Forman, Executive Director, CAC
- Craig Bonner, Special Projects Lieutenant, Sheriff Department
- Tracy Lang Wood, Director Family and Youth Services, Community Action Commission of Santa Barbara County
- Dave Valadez, Community Resource Senior Deputy, Representing the City of Goleta
- Adrian Gutierrez, Beat Coordinator, Santa Barbara Police Department
- Bryan Jensen, Investigative Division Youth Services, City of Santa Barbara
- Mark Alvarado, Neighborhood & Outreach Services Supervisor, City of Santa Barbara
- Bryan Kerr, Police Activities League Program Officer, Santa Barbara Police Department
- Saul Serrano, Task Force Coordinator



The Strategy Team regularly changes its composition to meet needs. Representatives from the Goleta Elementary Schools, Workforce Development Board, Goleta Chamber of Commerce, and Alcohol, Drug and Mental Health Services have been invited to join the Strategy Team. Additionally, the Strategy Team will enlist support from non-members, to carry out projects that need specific technical support.

#### REASONS FOR THE RECOMMENDATION:

- The Strategy Team (ST) is a diverse group of individuals whose primary responsibility is serving the target population. The members are able to commit or quickly secure resources. This is a hands-on group leading or supporting efforts undertaken by the Task Force. The ST meets monthly. The ST is poised to continue the hands-on work on behalf of the Task Force and relieve top-level elected and appointed officials from having to attend meetings.
- We have come a long way. This change would not have been recommended back in 2009 because relationships and common agendas had not been formed. Today this is possible because of the leadership of the elected officials who placed a priority on the problem of youth violence and set the policies in place to address the issue when the Task Force was established in 2009.
- Communication with top level officials will not be compromised because the Task Force Coordinator will:
  - Schedule appointments to meet with every member of the Task Force once or twice per year to provide individual briefings.
  - Request time on the agendas for the meetings of the Board of Supervisors, Goleta, Santa Barbara and Carpinteria City Councils and the Santa Barbara Board of Education to provide annual briefings.

#### OTHER OPTIONS CONSIDERED BUT NOT RECOMMENDED:

- No change – Continue with quarterly meetings
- Expand the Strategy Team and conduct only three full Task Force meetings per year
- Expand the Strategy Team and conduct only one half-day full Task Force meetings per year
- Shift the responsibility to an expanded Strategy Team to conduct the work of the full Task Force

## **B. STRATEGY TEAM WORK PLANS** - The feedback from the interviews is the foundation for the work plan adopted by the Strategy Team.

### 1. MENTAL HEALTH SERVICES INITIATIVE

LEAD: Frann Wageneck  
SUPPORT: Steve DeLira  
Tracy Lang Wood  
Fran Forman  
Barnaby Gloger

TASK: Convene a group to identify, improve and respond to the rising need for mental health and substance abuse intervention and services for youth in the south coast.

#### GOALS:

- Create a seamless referral system for youth without layers of bureaucracy
- Rather than generalize the problem convene a group of school representatives and service providers to pin-point and inventory specific mental health and substance abuse services needed by our youth in our community
- Address the mental health and substance abuse needs of our youth and pursue partnerships and strategies to meet their needs

### 2. SERVICE PROVIDER COORDINATION INITIATIVE

LEAD: Saul Serrano  
SUPPORT: Tracy Lang Wood  
Mark Alvarado  
Adrian Gutierrez  
Steve DeLira

TASK: Convene Service Providers to:

- Implement the goals and objectives adopted by service providers in the plan outlined in Attachment A
- Receive support and training to design and implement evidence based programs and learn the elements of program evaluation – Attachment B
- Strengthen the ability of service providers to develop evidence based programs and conduct program evaluation
- Develop and publish an online inventory of service providers to identify available services in our community and add the Task Force to the “211.com” directory
- Design, plan, organize, and conduct community forums and workshops focused on a variety of youth and family needs
- Explore options to develop a universal intake form that will make it easier to compare and utilize information

- Develop a services card with programs and contact persons that can be distributed to youth and parents by law enforcement, service providers, counselors, and others who need to access services
- Be open to different strategies and approaches to serve youth in at risk situations

#### GOALS

- Improve and expand the network of and relationship and coordination among service providers
- Improve client services through evidence based programs and program evaluation
- Improve client specific assessments and plans and information sharing

### 3. EVALUATION – TRAINING AND TECHNICAL SUPPORT TO CBO's

LEAD: Dr. Jill Sharkey  
 SUPPORT: Saul Serrano  
 UCSB Students  
 Barbara Finch

TASK: Asses and determine how agencies can improve their practice of data collection and work with the Service Provider Network members to determine what effective strategies could be used for programs to better serve participating youths.

#### GOALS:

- Provide training to service providers working with youth in at-risk situations on how to conduct and produce program evaluations.
- Work closely with Service Providers Network
- Improve data sharing across agencies and departments
- Work to create cohesive service data

### 4. PILOT PROGRAM - MENTORING AND EXPEDITED SERVICES FOR YOUTH IN AT RISK SITUATIONS

\*This initiative works towards meeting the My Brother (and Sister's) Keeper goals.

LEAD: Steve DeLira  
 SUPPORT: Erin Cross  
 Tracy Lang Wood  
 Bryan Jensen  
 Barnaby Gloger  
 Alta Vista Quetzal Staff  
 YOBG Staff  
 Mental Health Staff  
 Department of Social Services Staff

TASK: Convene law enforcement, education and client service providers to develop a pilot program to serve a small group of youth in the legal system or at risk situations with the goal of finding better ways to help youth overcome barriers to success and provide services and programs with results that can be measured.

THEME "We're in your corner"

GOALS:

- Reduce or eliminate at risk situations
- Learn how to better serve the population
- Provide a mechanism that teaches youth how to navigate the system and not fall through the cracks
- Provide mentoring to help youth explore opportunities, receive personal support and guidance and to make better choices

5. JOBS AND JOBS SKILLS CONNECTION INITIATIVE

\*This initiative works towards meeting the My Brother (and Sister's) Keeper goals.

LEAD: Mark Alvarado

SUPPORT: Frann Wageneck

Elisa Pardo

Erin Cross

WDB Staff

Business and or Chamber Representative

TASKS:

- Convene partners to identify and improve partnerships to better coordinate job preparation services and employment opportunities for youth in the south coast
- Learn what is available in our community - who is doing what and how to access jobs and services
- Explore options to conduct a job preparation fair to teach youth how to fill-out an application, participate in mock interviews and learn how to prepare for the world of work

GOALS:

- Inventory jobs and job preparation services in one central location for youth to access
- Improve linkages and coordination
- Make it easier for youth to know where the jobs are and how to secure them

6. YOUTH PROGRAM INVENTORY

LEAD: Tracy Lang Wood and Elisa Pardo

SUPPORT: Goleta, Santa Barbara and Carpinteria School representatives

Representatives from PAL, Boys and Girls Clubs, neighborhood centers, parks and recreation departments

TASK: Convene partners to identify and compile an inventory of youth recreation and activity programs available in our community in the south coast from Goleta to Carpinteria.

## GOALS:

- Determine available programs and gaps
- Learn what is available in our community - who is doing what and how to access the programs
- Determine if we do or if we do not have sufficient programs for our youth

## **C. COORDINATOR'S WORK PLAN**

Persons interviewed were very complimentary of the Task Force Coordinator. They recognized that he stepped in at a critical time with the sudden departure of his predecessor. He has been described as: Engaged, committed to serving Santa Barbara youth and families, involved with the community, bilingual and bicultural, and a collaborative partner in securing grants for youth and their families.

To take the organization to the next level the Task Force Coordinator will focus on the following tasks:

1. Provide briefings, at least annually, or more upon request, at regular meetings of the Santa Barbara, Goleta and Carpinteria City Councils, County Board of Supervisors and Boards of Education;
2. Schedule individual meetings once or twice per calendar year with members of the Task Force to brief them on planned and work underway and to solicit input;
3. Continue to rotate meetings throughout the south coast and send out Task Force and Strategy Team meeting agendas at least three days in advance of all meetings with the mission and guiding principles included in every agenda;
4. Prepare a comprehensive and substantive annual report outlining the work of the Task Force and its partners;
5. Develop an action plan and take step to improve public information to better convey to the public, media, elected officials and others what the Task Force does;
6. Engage City of Santa Barbara or County Television to produce and air a series on the work of the Task Force and what is being done locally to help youth go in a different direction, and ask the cities of Goleta and Carpinteria to air the production on their channels;
7. Schedule annual orientations at Police and Sherriff department shift briefings; and
8. Submit annual invoices to funders by July 15 of every year.

Service Provider Action Plan adopted March 27, 2015 - **ATTACHMENT A**  
**Service Provider Group & Network - Outcome Goals**

Outcome Goal 1: Partnerships

**Monitor suspensions/expulsions& endorse Restorative Approach**

- ID vulnerable behaviors
- Improve relations & referrals between schools & community providers
- Explore ways to get into the schools to offer education & support to students teachers & parents
- Identify gaps to timely interventions
- Outreach is critical
- Protocols & formal agreements

Outcome Goal 2: Reduction in Youth Violence

**Activity not being reported – pockets of threats**

- Existing but not tangible reports
- Where to intervene to keep violence numbers low & educate for prevention
- Be sure schools are identifying problems correctly – elementary schools need to be partners
- Be sure parents are aware
- Focus on shifting “group mentality” to address packs not gang identified
- Parallel objectives for youth not in gangs

Outcome Goal 3: Reduction of Youth in Target Population

**Proper ID of target population and needed services to reduce at-risk behaviors.**

- Re-evaluate target population
- Very few registered gang members in South SB County
- Address mental health & trauma needs of juvenile population
- ID key indicators for risk and patterns of behavior (children & families)
- Interventions to stabilize families

Outcome Goal 4: Decrease in Juvenile Part 1 & Part 2 Crimes

**Felonies & misdemeanors - too specific for this group – change language**

- Evaluate what has caused reduction/ increase
- SB vs. Statewide trends
- Look for opportunities to offer intervention/education
- Relationship building in neighborhoods

**Data Collection & Evaluation**

- Align tracking systems
- Brand/message issues to community

**Goal 1 & 2: HOW?**

- Centralized, one-stop for families
- Everyone there
- Rotate locations or locate at schools
- Incentives to get families there
- Build partnerships w/FRC's
- Bridge/connect w/YSS
- Central source of information - Web-based for school's/FRC

**Member Agreement**

Like FRC format/Principles on back/Participation Agreement/Participation info sheet/-Who - What they bring – Expectations/Realistic Expectations/Service Provider Summit/Designate an alternate

**South Coast Task Force on Youth Gangs Service Provider Network Evaluation  
Project  
24-month project**

The purpose of the South Coast Task Force on Youth Gangs (SCTFYG) Service Provider Network Evaluation Project, headed by Dr. Jill Sharkey, is to complete the first two phases of a multi-phase project designed to investigate the impact of various evidence-based program on the outcomes (educational, social-emotional, mental health, juvenile justice) of youth in at risk situations, involved with or at-risk for getting involved with delinquent gangs. The ultimate goals are (1) to determine how agencies can use data to improve practices and (2) determine what strategies used by Service Provider Network members are effective for which participating youths.

**Scope of Work**

**Phase 1:** Provide Short Term Research and Evaluation Education to the Service Provider Network members and other community programs serving target population or high-risk juveniles. (6 Months)

- Work with the SCTFYG and the Service Provider Network to document organizational accomplishments.
- Provide training to the Service Provider Network and broader community about how to use data to improve service provision and outcomes.
- Develop a manual for Service Provider Network members to use when developing their individual research and evaluation plans.

**Phase 2:** Provide Long Term Research and Evaluation support for members of the Service Provider Network to prepare them to conduct quasi-experimental design. (18 Months)

- Attend monthly Service Provider Network meetings to train members on specific research and evaluation methods.
- Work with up to three individual providers to design their program specific evaluations.
- Write up a summary evaluation report for providers to document their preliminary findings (pilot study for larger future study)