Mayor’s Gang Prevention Task Force
Strategic Plan Update
2012 – 2016
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# Santa Rosa Mayor’s Gang Prevention Task Force Policy Team

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<th>Name</th>
<th>Title/Position</th>
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<tbody>
<tr>
<td>Gail Ahlas</td>
<td>Superintendent Roseland School District</td>
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<tr>
<td>Gina Belaforte</td>
<td>Mayor City of Rohnert Park</td>
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<tr>
<td>Efren Carrillo</td>
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<tr>
<td>Oscar Chavez</td>
<td>Executive Director Community Action Partnership</td>
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<td>Jonathan Coe</td>
<td>President Santa Rosa Chamber of Commerce</td>
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<td>Superintendent Rincon Valley School District</td>
</tr>
<tr>
<td>Lorenzo Duenas</td>
<td>Assistant Sheriff County of Sonoma</td>
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<tr>
<td>Sue Field</td>
<td>Superintendent Bennett Valley Union School District</td>
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<td>Interim Director Sonoma County Human Services</td>
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<td>Caroline Fowler</td>
<td>City Attorney City of Santa Rosa</td>
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<td>Steve Freitas</td>
<td>Sheriff County of Sonoma</td>
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<tr>
<td>Robin Goble</td>
<td>Councilmember Town of Windsor</td>
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<tr>
<td>Enrique Gonzales-Mendez</td>
<td>Physician Family Medicine Residency Program</td>
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<tr>
<td>George Haralambopoulos</td>
<td>Congressional Staffer Representative Lynn Woolsey</td>
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<tr>
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<td>Community Member Mawson’s Computers</td>
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<td>Superintendent of Schools Sonoma County Office of Education</td>
</tr>
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<td>Mike Kallhoff</td>
<td>President/CEO United Way of the Wine Country</td>
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<tr>
<td>David Koch</td>
<td>Deputy Chief Probation Officer Sonoma County Probation</td>
</tr>
<tr>
<td>Matt Martin</td>
<td>Executive Director Social Advocates for Youth</td>
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<td>Kathy Millison</td>
<td>City Manager City of Santa Rosa</td>
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<tr>
<td>Cynthia Murray</td>
<td>President/CEO North Bay Leadership Council</td>
</tr>
<tr>
<td>Luz Navarette</td>
<td>Community Member City of Santa Rosa</td>
</tr>
<tr>
<td>Ray Navarro</td>
<td>Sergeant Santa Rosa Police Department</td>
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<tr>
<td>Bill Nordskog</td>
<td>Community Volunteer United Way of the Wine Country</td>
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EXECUTIVE SUMMARY

The Santa Rosa Mayor’s Gang Prevention Task Force is a collaborative effort involving private citizens; city, county, and state government; local community-based organizations; schools, parents, faith community and local law enforcement. The focus of this work is to intervene in the lives of youth to provide positive socialization opportunities as alternatives to criminal involvement and to deter them from other maladaptive behaviors.

This plan combines the latest research on successful approaches to healthy youth development with a strategy to increase prevention and intervention services to gang-involved and disconnected youth. By committing to support Santa Rosa’s youth, the community is sending a clear message for youth to stay in school, reconnect with their families and community to enjoy a supportive and healthy environment to learn and grow, and engage in pro-social behaviors. Ultimately we envision youth who maintain a sense of responsibility for their actions with accountability to themselves and others.

Mission
To Reduce Youth Violence by Mobilizing and Aligning Community Resources Through Prevention, Intervention, and Enforcement.

Strategic Goals

<table>
<thead>
<tr>
<th>Awareness</th>
<th>Prevention</th>
<th>Intervention</th>
<th>Enforcement</th>
<th>Re-Entry</th>
<th>Regionalization</th>
<th>Measurements/Metrics</th>
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<tr>
<td>Create an education and awareness campaign regarding the risk factors affecting youth and the resources available to them.</td>
<td>Increase the number of prevention programs with the priority target being high-risk neighborhoods.</td>
<td>Increase intervention services and create positive opportunities for high-risk and gang-involved youth and their families.</td>
<td>Increase enforcement efforts of serious and violent crime and enhance the sense of safety reported by the public.</td>
<td>Insure the successful re-entry of youth and adults re-entering our community after incarceration.</td>
<td>Assist other communities in our region to work together to address the mobile nature of youth violence and gangs.</td>
<td>Create a delivery system and measures to track effort, effect, and results of ongoing programs.</td>
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Indicators of Success

- Increase opportunities for youth and adults to participate in the community
- Increase school attendance rates
- Improve high school graduation rates
- Improve academic performance
- Reduce self-reported gang involvement in the California Healthy Kids Survey
- Reduce violent youth offenses
- Reduce recidivism of gang-involved youth

INTRODUCTION

The Santa Rosa Mayor’s Gang Prevention Task Force (MGPTF) was modeled after the City of San Jose Mayor’s Gang Prevention Task Force that resulted in San José being named by the U.S. Department of Justice as the model or “best practice” for other cities. The MGPTF model reinforces the concept that collaborative efforts, spanning a broad spectrum of community partners, ensure that a large number of stakeholders accept responsibility and accountability for the safety, health, and welfare of its youth, families, and communities. The City of Santa Rosa (City) is committed to the healthy development of our youth within a context of community safety and security.

In 2001, Santa Rosa witnessed a significant increase in violent criminal street gang activity. The City realized it could not “arrest our way out of a gang problem.” Although effective law enforcement efforts are critical, suppression and enforcement efforts alone cannot adequately address gang-related criminal activity. Law enforcement represents only one element of the community’s efforts to eliminate criminal street gangs. A comprehensive approach was required – residents, prevention specialists, private businesses and organizations, schools, and others would need to get involved.

Seeing a need for an active community-wide response, the Santa Rosa Police Department (SRPD) reached out to the City Council and other City departments to raise awareness and gather support for substantial community involvement in developing this response. Subsequently, in January 2002 the City Council publicly set a goal of reducing gang crime and established an interdepartmental committee of staff to study the issue and make recommendations. By early 2003, staff had reviewed what the City had done to date and what the City could do to address gang crimes.
In July 2003, then Mayor Sharon Wright established the MGPTF with the unanimous support of the City Council. The MGPTF was established as a community-based, collaborative effort modeled after other communities that have assertively confronted gang crime and violence challenges. In September and October of 2003, the Advisory Board to the MGPTF held strategic planning meetings focused on the impact of gang activity in Santa Rosa and identified key strategic areas for gang prevention and intervention.

By spring 2004, the MGPTF and City Council agreed that a stable, sustained funding source was necessary to develop, implement, and coordinate a continuum of programs, services, and facilities for gang prevention and intervention. In August 2004, the City Council passed a resolution to introduce a measure (Measure O) on the November ballot for a quarter cent sales tax to fund public safety and a continuum of gang prevention and intervention programs. In November 2004, voters approved the tax measure by 73%.

In 2008, the MGPTF hosted an expanded Policy Team meeting to establish a Strategic Plan for 2008 – 2012. The Strategic Planning process resulted in the establishment of five strategic goal areas: Awareness, Prevention, Intervention, Enforcement, and Systems/Metrics. The City Council has continued to support the efforts of the MGPTF by identifying it as a City Council Goal for 2009 – 2011 and adopting the 2008 – 2012 MGPTF Strategic Plan.

The 2008 – 2012 Strategic Plan provided a framework for the community by combining the latest research on healthy youth development with a strategy to provide more prevention and intervention services to gang-involved and disconnected youth. By passing the sales tax, the community sent a clear message of support for youth to stay in school, reconnect with their families and community, and enjoy an encouraging and healthy environment to learn and grow, and engage in pro-social behaviors.
Mayor's Gang Prevention Task Force Strategic Work Plan
2012-2016

This updated Strategic Plan is for the period of 2012-2016 and continues to focus on “Reclaiming Our Youth for their Families, Schools, Communities, and Futures.” The following goals are set for this updated Strategic Plan:

1. **Awareness**: Create an education and awareness campaign regarding the risk factors affecting youth and the resources available to them.
2. **Prevention**: Increase the number of prevention programs with the priority target being high-risk neighborhoods.
3. **Intervention**: Increase intervention services and create positive opportunities for high-risk and gang-involved youth and their families.
4. **Enforcement**: Increase enforcement efforts of serious and violent crime and enhance the sense of safety reported by the public.
5. **Re-Entry**: Insure the successful re-entry of youth and adults re-entering our community after incarceration.
6. **Regionalization**: Assist other communities in our region to work together to address the mobile nature of youth violence and gangs.
7. **Measurements/Metrics**: Create a delivery system and measures to track effort, effect, and results of ongoing programs.

The MGPTF has become an integral part of the City’s institutional structure. With the 2008-2012 Strategic Plan coming to an end, an effort to update the Strategic Plan has been underway since August 2011. Community Crime Prevention Associates and interns from the Sonoma State University’s Organization Development Masters Program have conducted a series of focus groups with the MGPTF Steering Committee, Policy Team, and Operational Team; as well as with parents, youth, faith-based community leaders, and Burbank Housing property managers. The update to the Strategic Plan will be implemented in 2012 and continue through 2016, coinciding with the timeline of the City Council Goals.

**Measure O Funding**

Critical to the success of the MGPTF’s gang prevention and intervention efforts, Measure O provides vital resources for our community. Santa Rosa voters passed Measure O in November 2004, a sales tax increase of a quarter cent to fund specific Police, Fire and Gang Prevention/Intervention programs for 20 years. The estimated annual revenue generated by the tax is $7 million, with allocations of 40% to Police, 40% to Fire, and 20% to Recreation & Parks for Gang Prevention and Intervention Services.

The 20% allocation of the tax revenue enables the Recreation & Parks Department to provide leadership, coordination and resources to the continuum of youth and family services that work together toward the prevention and reduction of gangs and gang violence in Santa Rosa. Each year 35% of this allocation funds in-school violence prevention and conflict-resolution education, as well as grants to local non-profits providing services that enhance youth asset development and reduce risk factors. In essence, Santa Rosa residents made a choice to reduce the number
of gang-related violent crimes and the level of gang membership in the City. Santa Rosa residents made a choice to provide opportunities to assist youth in making healthy lifestyle decisions and develop competencies that build personal and social developmental assets. They made a choice to contribute towards the creation and maintenance of safer schools and neighborhoods. The funding program for gang prevention and intervention from Measure O is called: Community Helping Our Indispensable Children Excel (CHOICE).

MGPTF STRUCTURE

The MGPTF is organized into two teams: Policy and Operational. The Policy Team provides leadership and direction by setting policies and monitoring the effectiveness of the effort. Leadership for the team’s planning, implementation, and facilitation includes the Mayor, Chief of Police, Recreation & Parks Director, and the Gang Prevention/Intervention Services Manager.

The Operational Team reports to the Policy Team and carries out activities and strategies under the Policy Team’s direction. Leadership for the team’s planning, implementation, and facilitation includes the Gang Prevention/Intervention Services Manager and the Sergeant of the Santa Rosa Police Department’s Gang Unit. The Operational Team fills a critical role in representing the interests of various community stakeholders and mapping out the needs, strategies and impact of the work that is done by the MGPTF.

COMMUNITY ACTION PLAN

In 2006, the National League of Cities’ (NLC) Institute for Youth, Education, and Families and the National Council on Crime and Delinquency (NCCD) set out to organize a project to reduce gang violence. The project, known as the California Cities Gang Prevention Network (CCGPN), is comprised of 13 California cities including Santa Rosa, Fresno, Oakland, Richmond, Salinas, San Diego San José, Stockton, Los Angeles, Oxnard, Sacramento, San Bernardino, and San Francisco. The CCGPN’s goal is to reduce gang violence and victimization by sharing ideas, expertise, and knowledge to develop sustainable, action-oriented gang prevention plans. As CCGPN marks its first five years of peer learning and sharing, practices have emerged in several cities that point toward increased sustainability for local efforts. A comprehensive approach to reducing gang violence reduction through prevention, intervention, and enforcement by city governments and their partners is a CCGPN priority. Also of high
importance is changing the way city governments and their nonprofit sector and county partners “do business” when it comes to reducing gang impact, typically working in far more coordinating and collaborative ways.

The CCGPN identified five key components to an effective community action plan to reduce gang violence. These components are the foundation of Santa Rosa’s Strategic Plan. In 2010, the CCGPN reviewed the strategic plan to assess the progress. The assessment process provided the MGPTF an opportunity to ensure the continuance of the following five components to combating gang violence in our community:

1. **Common Vision**
   An actionable vision statement that is linked to a single indicator, or a tightly connected set of indicators, that can be used consistently to measure progress over time. The vision for the MGPTF is to “reclaim our youth for their families, schools, communities and futures.”

2. **Engaged Stakeholders**
   A critical look at who needs to be at the table, taking different sectors of the community into consideration, including public, private and nonprofit groups and both professional and community roles; inclusion of a variety of systems and services, including city, county, state, or federal government representatives, and agreement among people in front-line, mid-level, and leadership positions. Consideration should also be given to the voices of the youth from all segments of the community into planning and implementation efforts to enrich the process and increase prospects for long-term success.

   The MGPTF continues to analyze the effectiveness of its efforts by ensuring the appropriate stakeholders are at the table. New additions to the MGPTF include the Sonoma County Public Defender and Director of Sonoma County’s Department of Health Services, business and community leaders, and members of the faith-based community.

3. **Strategies**
   Assemble a broad range of strategies that reflect and respond to the severity of the gang problem. Strategies should include a language shared and agreed upon by all stakeholders and a balance of prevention, intervention, and law enforcement. For Santa Rosa it is to reduce youth violence by mobilizing and aligning community resources through gang prevention, intervention, and enforcement. In addition to the five key strategies of Awareness, Prevention, Intervention, Enforcement, and Systems/Metrics, two additional strategies are included: Re-entry and Regionalization. See pages 20 – 29 for more information about the Strategic Goals.

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Praise from the California Cities Gang Prevention Network...

“Santa Rosa’s work and success can serve as a model for both the state and the nation... It’s connection to the city and the county, its broad-based ‘[MGPTF] Policy Team,’ and the voter-appro

ed, Measure O, an increase in sales taxes to fund specific Police, Fire and Gang Prevention/Intervention Programs, ensures that the work of the [MGPTF] will be sustained, not as an ephemeral ‘program,’ but an essential part of how the city does business” (Calhoun, February 2010).
4. **Shared accountability**  
Building a foundation for a strong system of shared accountability by: 1) developing common definitions of outcomes, and services/supports; 2) establishing specific targets for both outputs and outcomes; 3) clarifying responsibilities for individual team members and their agencies; and 4) publicizing goals and desired results to raise awareness and sense of ownership. For Santa Rosa the outcomes include reducing violent youth offenses, reducing self-reported gang-involvement in the California Healthy Kids Surveys, reducing recidivism of gang-involved youth, improving Academic Performance Index, improving school attendance rates, and improving high school graduation rates.

5. **Coordinated Initiatives**  
Identify individuals and organizations with the capacity, motivation, and mandate to monitor and report on progress in implementing gang prevention initiatives. Look for opportunities to bolster the community’s “infrastructure” to ensure effective coordination of key programs and services. For Santa Rosa, it is through the efforts of the Mayor’s Gang Prevention Task Force Policy and Operational Teams and the implementation of Measure O.

**CHALLENGES AND EMERGING TRENDS**

**Our Youth at Risk**

Data from the State Department of Education indicates that 27% of Santa Rosa students enrolled in 12th grade do not graduate. In 2010, the four-year dropout rate was 15% with 25% of high school graduates completing all the courses required for University of California and/or California State University enrollment. A study conducted by the National Center of Juvenile Justice reveals that the cost to society for each youth that drops out of school and becomes involved in a life of crime and drug abuse is $1.7 million. Now, more than ever, school success is essential for youth to find a pro-social productive role in society.

The California Healthy Kids Survey is administered every other year to public school students in Grades 5, 7, 9, & 11. The survey is a comprehensive and customizable questionnaire aimed at providing essential and reliable health risk assessment and resilience information to schools, districts, and communities. It is designed to be part of a comprehensive data-driven decision making process to help guide the development of more effective health, prevention, and youth development programs. In 2010, 4,225 students participated in the survey. Of 3,269 respondents, 248 (8%) identified themselves as having been gang members, with the majority (82%) indicating joining at age 13 or younger. Of the total respondents, 90% report never having been involved in a gang. But, our youth continue to join gangs at an alarmingly young age.
Defining Gang Related Police Incidents

SRPD is tracking gang-related incidents and providing the City Council and community members with statistics and trends that inform a wide range of community-based gang reduction strategies. This tracking system was implemented in 2011 and is now providing reliable information on gang incidents. Data from 2011 will be used as the baseline for gang incidents.

For more information, see Appendix C: Gang Related Incidents.

STRATEGIES AND APPROACHES TO SUCCESS

To assess the effectiveness of the MGPTF’s strategic approach, six indicators of success were identified in the 2008 – 2012 Strategic Plan. The 2012 – 2016 Strategic Plan Update includes one additional indicator to measure the success of the community’s efforts, as shown on the following page.

Data and strategies for this strategic plan were compiled from a variety of sources to ensure depth and breadth of data. Data sources included the California Healthy Kids Survey and information from the Santa Rosa CHOICE funded service providers, focus groups were conducted including parents, youth, Policy Team and Operational Team members, and faith-based organizations.

Data collected indicates a clear gap in services requiring investment in both prevention and intervention services to youth, with a specific focus on at-risk and gang-involved youth. Furthermore, prevention services need to be extended to elementary schools. Law enforcement efforts are revealed through crime statistics that provide a measurement system to gauge the effectiveness of these strategies and services over time.
INDICATORS OF COMMUNITY SUCCESS

- Increase Opportunities for Youth & Adults to Participate in the Community
- Reduce Self-Reported Gang Involvement in California Healthy Kids Survey
- Increase School Attendance Rates
- Improvement Academic Performance
- Reduce Violent Youth Offenses
- Reduce Recidivism of Gang-Involved Youth
- Improve High School Graduation Rates
SANTA ROSA MAYOR'S GANG PREVENTION TASK FORCE
2012-2016 STRATEGIC WORKPLAN DIAGRAM

VISION
Reclaim Our Youth for Their Families, Schools, Communities, and Futures

MISSION
To Reduce Youth Violence by Mobilizing and Aligning Community Resources through Prevention, Intervention, and Enforcement

GUIDING VALUES
As a Community We Commit to:

- Valuing all our youth
- Less reliance on enforcement only solutions
- All youth succeeding in school
- Recognizing youth & gang violence as a community-wide issue, requiring a
- Build on the capacity, assets, & resiliency of our community, neighborhoods, & families to insure our youths full membership in our community & society
- Meaningful community participation, increasing connections with positive, caring adults, and setting high expectations for our youth and families

STRATEGIC GOALS

AWARENESS

INFORMATION

INTERVENTION

PREVENTION

ENFORCEMENT

RE-ENTRY

REGIONALIZATION

MEASUREMENTS/METRICS

OUTCOMES

- Increase the sense of place in our communities as a safe place to live, work and play.
- Informed and involved parents, educators, care providers & public with the capacity to engage all our youth in reaching their potential.
- Build on protective & resiliency assets of our community, improve youth developmental assets and expand after school, evening and weekend programming.
- Reduce violent crime rate & youth violence as measured by Uniform Crime Reporting Program and utilize the SRPD Gang Related Police Incidents Report.
- Align with other initiatives operating in the nation, state, and county.
- Reduce the recidivism rate of youth and adults who participate in re-entry programs.
POPULATION

The following table indicates the community success indicators measured through the use of UCR Program and the State Department of Education DataQuest Program. Data was not available to measure recidivism rates; however, the realignment effort in Sonoma County should provide data for future years.

<table>
<thead>
<tr>
<th>Trend going in a desirable direction</th>
<th>Trend going in an undesirable direction</th>
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<tbody>
<tr>
<td>2005-2010 Academic Performance Index up 5%</td>
<td>2005-2010 4-Year Drop Out Rate is Up</td>
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<tr>
<td>2005-2010 NCES Graduation Rate is up 1%</td>
<td>2005-2010 Truancy Rate is Up</td>
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<tr>
<td>2005-2010 Number of Juvenile Felony Arrests down 15%</td>
<td>2005-2010 Suspension Rate is Up</td>
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<tr>
<td>2005-2010 Number of Juvenile Violent Crime Arrests down 32%</td>
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<tr>
<td>2005-2010 Juvenile Weapons Offenses down 52%</td>
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<tr>
<td>2005-2010 Juvenile Misdemeanor Assault-Battery down 38%</td>
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Note: Indicators are not used to point fingers, but use to assist everyone in the community to work together to produce healthy productive futures for our youth.

SANTA ROSA MGPTF’S STRATEGIC WORK PLAN 2008-2012
SUMMARY OF ACCOMPLISHMENTS

1. Created a multi-media campaign to educate the public of the efforts of the MGPTF and informed our audiences of the gang prevention/intervention resources available in our community.

2. Received a $10,000 grant award from Congresswoman Lynn Woolsey to fund the development and creation of an informational brochure and website highlighting the MGPTF; statistics of the CHOICE grant program; resources available to community members; the 2-1-1 Hotline; and the Santa Rosa Police Department drug, gang, and graffiti hotlines.

3. Created an Outreach Committee to inform and engage residents at the neighborhood level. Community members, Policy Team members, and staff developed a bilingual presentation and discussion format that can be adapted to any size or type of group. Presentation teams are assembled based on the interest area of the neighborhood group.
4. Hosted the annual Gang Prevention Awareness Week for four years. Through collaborations with MGPTF partners, free community events are organized to educate the public about the efforts of the MGPTF. Examples include Community Action Partnership’s South Park Day and Night Festival, a Boxing Exhibition at the SIMON Santa Rosa Plaza in partnership with the Salvation Army Double Punches Boxing Club, and a Movie in the Park at Northwest Community Park.

5. Hosted educational workshops and trainings for the MGPTF and community members to raise awareness on how to work with and respond to gangs in our community; what individuals can contribute to the MGPTF efforts. Increased community awareness of the MGPTF and the goals of the Strategic Work Plan through various publicity efforts and participation in community events.

6. The Operational Team created an Emergency Response Plan in 2010, establishing a process for mobilizing resources available in the aftermath of a crisis. Responses to critical issues may include participation in a community forum or providing support services for those affected by the situation.

7. All efforts of the MGPTF have been captured in the Measure O Annual Report since 2008, including annual presentations to the Measure O Citizen’s Oversight Committee and City Council. In addition, Measure O and other funded CHOICE Programs are evaluated annually.

8. Held and facilitated meetings with the MGPTF Policy and the Operational Teams since 2006.

9. The CHOICE grant program, funded by Measure O, has provided $3.5 million for prevention and intervention services. $4.3 million from other sources matched funding for these services funded by Measure O.

10. Since 2004, the CHOICE grant program has provided 12,197 youth and parent residents with 1.9 million hours of direct care at a cost of $1.81 for Measure O funds and $4.04 an hour for total cost (Measure O and matching funds). The CHOICE grant program improved efficiency of the services and care they delivered by 15% and their effectiveness by 11% from 2008 to 2011. Programs surveyed their child, youth, and parent customers twice a year and staff did individual assessments of customers to determine the satisfaction and effectiveness of funded services and care. A total of 30,984 surveys and assessments were analyzed as an indicator of capacity building in measurement and use of data for continuous quality improvement.

11. Each youth that participated in a CHOICE funded program was connected with 5.2 new caring adults because of these programs. Moreover, 69% of youth, 84% of parents and 81% of staff reported increased asset development. Taken together, these are strong indicators that youth have developed assets that correlate highly with youth developing violence/gang-free lifestyles.

12. Through CHOICE, the community has successfully developed the capacity to serve high risk and violence/gang-impacted and involved children, youth and families. The community capacity to address criminogenic needs by building pro-social attitudes, behaviors, and relationships has increased.
13. Contributed and supported efforts as a member of the California Cities Gang Prevention Network since 2006.

14. Worked collaboratively with the County of Sonoma and many neighboring communities and cities to share experiences and build strategies to address the mobile nature of the youth violence/gangs and youth violence/gang prevention, intervention, and enforcement strategies.

15. The MGPTF continues to support Sonoma County’s implementation of the Public Safety Realignment Act, AB 109, which was signed into law by Governor Brown on April 4, 2011. This historic legislation fundamentally alters California’s Criminal Justice System, by changing the definition of a felony, and shifting responsibility for classes of offenders from the state, to counties. Funding and clarifying legislation followed in AB 117 and AB 118 and provided that Realignment was to become effective October 1, 2011.

16. Work continues on identifying county wide front-end contributions from collaborative partners and community based organizations that deliver prevention programs like the Gang Resistance Education and Training (GREAT) program that is being offered at a variety of schools throughout the county.
STRATEGIC GOAL 1: AWARENESS

The MGPTF will standardize and implement a well-coordinated continuum of services aimed at keeping youth safe at schools, community centers, parks, neighborhoods, and throughout the City. Of primary importance is the establishment of direct lines of communication among the MGPTF, youth, schools, parents, law enforcement, emergency preparedness agencies, community-based organizations, community center staff, community leaders, and the community at-large.

2012 – 2016 MGPTF Priority Awareness Objectives:

1. Create and implement a new communications plan to: 1) Raise general awareness and support of at-risk youth and families; and 2) Educate at-risk and gang-involved youth and their families about the MGPTF resources available to them.
   a. The plan will outline target audiences and key messages that all outreach materials will focus on addressing.
   b. The plan will include multiple outreach tactics including media relations, event coordination, bilingual radio public service announcements, social media, posters, email campaigns and other promotional materials.

2. Continue to work with a wide variety of human service organizations to coordinate efforts and build support for the MGPTF.
   a. Members of the MGPTF will embark on an asset-mapping effort with human service organizations to identify their capacity to serve gang-involved youth and their families.
      i. This effort will be updated on an annual basis.

3. Publish an annual report outlining the accomplishments of the MGPTF.
   a. The report will include information on each of the seven strategic goals and include a work plan for the upcoming year.
   b. The report may include supplemental documents including evaluation reports of Measure O grant funded programs and the Measure O Citizen’s Oversight Committee Annual Report.
STRATEGIC GOAL 2: PREVENTION

One of the most effective ways to prevent involvement in the gang lifestyle is to ensure an individual never chooses that option. Research indicates a strong correlation between school failure and criminal involvement. Programs that fight truancy and promote graduation will help deter youth from joining gangs and engaging in the substance abuse and violence that corresponds with that choice. A study from the National Center of Juvenile Justice reveals that the cost to society for each youth that drops out of school to become involved in a life of crime and drug abuse is $1.7 million, “every dollar of prevention saves five times that amount in treatment and other costs to society.” Objectives for this goal are discussed in further detail in Appendix B.

2012 - 2016 MGPTF Priority Prevention Objectives:

1. Target the family and the community with specific approaches tailored to gang-involved youth.
   a. In accordance with the Measure O Implementation Plan, conduct regular community needs assessments to determine the specific programming approaches toward gang prevention for youth, their families and community.

2. Provide strong anti-gang education and training programs to parents, professionals and others involved with youth and families.
   a. As outlined in Strategic Goal 1, Objective 3.

3. Build youth resiliency and social competency through services that increase youth developmental assets.
   a. Programs funded through Measure O integrate strength-based youth developmental assets focusing on resiliency skills into their funded care.
   b. Provide youth with training and support to learn how to deal with unsolicited gang activity.

4. Support and promote conflict resolution programs to build skills in non-violent problem solving.

5. Increase opportunities for appropriate socialization for youth through recreational and other after-school programming.
   a. Recreation & Parks staff will conduct annual needs assessments to ensure adequate programming is provided in high-needs neighborhoods.

6. Involve and support school staff that are on the front lines working with youth, including teachers, resource officers, counselors, principals, and others.
Role of Resiliency

Santa Rosa has embraced the youth developmental asset and resiliency theory for several years now. The theory is being incorporated into youth programs; requiring community-based contractors to demonstrate their ability to implement asset-building program components; and support the effort to garner community-wide buy-in to the developmental asset theory and its approach. This consistent approach will allow us to better document and replicate programs yielding desired outcomes.

One critical component to youth developmental asset theory is resiliency. Resiliency is a concept first popularized in the early 1970s. Robert Brooks of Harvard University explains: “The hallmark of a resilient child includes knowing how to solve problems or knowing that there is an adult to turn to for help. A resilient child has some sense of mastery of his own life, and if he gets frustrated by a mistake, he still feels he can learn from the mistake.” The extensive research of Bonnie Benard, Senior Program Associate of WestEd’s School and Community Health Research Group, on resiliency indicates that the three core variables of resiliency are:

- High expectations of the youth in the home, school, and community;
- Meaningful participation of the youth in the home, school, and community; and
- Relationships with caring and supportive adults in the home, school, and community.

Caring and Supportive Adults

Dr. Emmy Werner of the University of California, Davis has conducted decades of longitudinal research on resiliency and provides the foundation for the resiliency framework in prevention and intervention. She writes that: “Other buffers that we do know seem to cut across different cultures, creeds, and races: There’s no doubt about it, a close bond with a competent, emotionally stable caregiver seems to be essential in the lives of children who overcome great adversities. As we know from studies of resilient children a lot of this nurturing can come from substitute parents, such as grandparents, aunts, uncles, and older siblings’. Dr. Werner suggests that the presence of a caring and supportive adult is especially important in fostering resiliency. While policymakers, educators, and other community leaders do not necessarily have control over the circumstances that create adversity for youths, they should focus on how best to support youth in overcoming it.
Socializing Youth

The presence of a caring and supportive adult is one way to help socialize youth and motivate a pro-social versus anti-social lifestyle (see below). It is also a source of support for critical transitions in youth, such as elementary to middle school, middle school to high school, and teenager to young adulthood. Youth without the presence of caring and supportive adults in their lives may be attracted and “pulled” over to the anti-social mindset and lifestyle. Like the pro-social lifestyle, the anti-social lifestyle also offers youth a way to gain and keep self-respect, a sense of family and connectedness, a sense of accomplishment and upward mobility, a sense of safety, a sense of community, money, way to be engaged, rite of passage, and sense of structure and direction.

Who is pulling for the Pro-Social Side?

The pressure to surround youth with pro-social influences may be greater than ever. Policy makers and other community leaders need to determine what resources are available to counter the anti-social influences of gangs, certain parolees, and other anti-social adults. This is especially important given the added pressures on youth as a result of the recessionary economy. Experts on gangs and law enforcement officials agree that anti-social influences, such as gangs, have a well-organized team with a thoughtful game plan. This then leads to organized recruitment of new members. The pro-social team needs to ensure that it too is organized and working together. Does the community know who should be pulling on the pro-social team and in what order? Does the community know if there are enough people pulling on the pro-social side?

(See Appendix B for discussion of evidence-based principles and the importance of youth developmental assets and resiliency.)
STRATEGIC GOAL 3: INTERVENTION

Services intended to intervene with youth who have “crossed the line” into gang membership, or the lifestyle, are more likely to be effective when provided at an early stage. Additionally, as long as there is one gang member, all youth are at risk as the gang survives through its mechanism of recruitment and growth.

2012 - 2016 MGPTF Priority Intervention Objectives:

1. Conduct an annual needs assessment to identify outreach and recruitment activities needed to engage gang-involved youth in services.
   a. Utilize current needs assessment data to solicit Requests for Applications or Requests for Qualifications.
   b. Make current needs assessment data available to all community-based organizations serving youth and families and to all local schools.

2. Provide strong anti-gang education and training programs to parents, professionals and others involved with youth and families.

3. Develop information and referral services to increase access to available programs and services.

4. Fund gang intervention services that work with gang-impacted and gang-involved youth to assist them to succeed in school and job training.

5. Identify job skills training and employment opportunities to move youth away from a life of crime toward self-sufficiency by building pro-social employment skills to earn money and contribute to our community.

6. Identify a range of ongoing educational opportunities (GED, community college, work/study apprentice programs) to those at risk of school and career failure.

7. Identify and offer positive role-modeling services and social recreational activities to engage youth in pro-social behaviors including sports/recreation, education, community service, and mentoring.

8. Involve and support school staff that is on the front lines working with youth, including Teachers, Resource Officers, Counselors, Principals, and others.
STRATEGIC GOAL 4: ENFORCEMENT

For those youth who are resistant to reformation or who have exceeded the tolerance limits of society with their behavior, exclusion from school and society (through confinement) may be necessary to provide a controlled environment in which to intensively correct the negative patterns of gang behavior. The Police, Sheriff, District Attorney, Probation, and other law enforcement personnel are on the front lines protecting the public from incidents of serious crime and violent behavior.

2012 - 2016 MGPTF Priority Enforcement Objectives:

1. Educate the community on how they can support law enforcement efforts to reduce gang violence and maintain safe neighborhoods.

2. Develop a standard statistical reporting format for the MGPTF and community decision makers to quickly and easily understand and interpret gang-related criminal data and trends.

3. Sustain the efforts of law enforcement gang crime investigative units to conduct criminal investigations, gather intelligence and implement strategies to reduce gang violence.

4. Support and assist in the efforts of law enforcement to provide training and professional development for law enforcement personnel in gang prevention, intervention and enforcement efforts.

5. Sustain the partnerships between law enforcement and local schools to maintain an effective School Resource Officer Program.

6. Strengthen partnerships between the community and the Police Department working together to reduce the tolerance and acceptance of criminal gangs, drugs, and violence.

7. Strengthen community-oriented policing practices to increase the support and partnership of the public in insuring safe and healthy neighborhoods.
STRATEGIC GOAL 5: RE-ENTRY

There has been a significant new focus on re-entry as it relates to AB 109 Realignment, however this language “re-entry” also applies to juveniles that have been released from custody and integrated back into their homes and school. With the current efforts on realignment and re-entry for adults, it is a great opportunity to include the juvenile population in the efforts to reduce recidivism and successfully transition adults and youth into pro-social roles in our community.

2012 – 2016 MGPTF Priority Re-Entry Objectives:

1. MGPTF will seek to strengthen a partnership with Sonoma County and blend the Evidence-Based Practices with the established efforts of the MGPTF.

2. MGPTF will strengthen the already established relationship with Sonoma County Job Link and Workforce Investment Board, and expand opportunities for youth to find and retain employment.

3. Align MGPTF efforts with Sonoma County Public Safety Realignment Interim Plan, 2011.

Sonoma County Realignment Efforts

In an effort to reduce the number of offenders incarcerated in our state prison system and assist in alleviating the state’s financial crisis, the Public Safety Realignment Act (Assembly Bill 109) was signed into law on April 4, 2011. Subsequently, on June 30, 2011 the Governor further outlined the provisions of Realignment signed Assembly Bill 117. AB 109 and AB 117 shifts the responsibility of supervising specified lower level offenders being released from state custody back to their county of legal residence for supervision by a county agency. Additionally, this legislation changes the penal code and sentencing laws to keep these offenders from being committed to state prison. Realignment became effective October 1, 2011 and it is estimated that Sonoma County will have approximately 400 additional offenders in its criminal justice system at any one time according the Sonoma County Public Safety Realignment Interim Plan.

Sonoma County is well positioned to change its criminal justice system, to handle offenders differently, and to put a process in place that assures the best chance of positive outcomes for these offenders, due in large part to the Board’s investment in devising the Criminal Justice Master Plan (p. 11).

A comprehensive report was created by the Executive Committee to develop the Core Principals of Evidence-Based Practices. Several of the principles, which are relevant to the MGPTF efforts, have been included in this document and are listed below:
• Establish a Day Reporting Center, which will require offenders to check-in on a regular basis and participate in treatment and program services. Until the center is up and running, a Cognitive Skills Class will be in place to assess their risk factor to re-offend. Those assessed as high-risk will receive 200 hours of evidence-based programming.

• The Sonoma County Office of Education (SCOE) will provide tutoring, preparation, and testing for the General Equivalency Diploma (GED) at the Day Reporting Center (Sonoma County Public Safety Realignment Interim Plan, 2011).

• Sonoma County Job Link will receive job-ready individuals and give them an opportunity to participate in a number of services based on their individual employment needs.
STRATEGIC GOAL 6: REGIONALIZATION

Gangs do not confine to city limits, and therefore gang prevention and awareness education needs to be expanded and organized on a regional basis. This not only solidifies the efforts in the central city, but also expands the reach of services to surrounding communities. The long-range goal of the MGPTF is to create a united and seamless service delivery system of shared accountability that links together all local gang prevention/intervention initiatives, thus creating a safety net effect aimed at preventing any youth from slipping through the cracks.

To meet the unique and evolving efforts of the MGPTF will be expanded to neighboring areas within the county who ask for support and want to learn from our failures and successes. Communities within the county in need will be identified and assessed for urgency in support. Once selected, efforts to expand the work of the MGPTF will commence by paying particular attention to building a strong foundation and relationships to build our capacity to reduce gang activity and violence.

2012 - 2016 MGPTF Priority Regionalization Priority Objectives:

1. Serve as a leader for surrounding communities to have access to and to provide professional development and training to their staffs.

2. Assist neighboring communities in how to assess needs and share information to improve prevention, intervention, enforcement and re-entry efforts.

3. Share lessons learned and professional and community learning opportunities to assist continuous learning about how to reduce violence and gang activity.

4. Continue to coordinate our efforts with Sonoma County and our neighboring communities.

5. Align MGPTF efforts with the Sonoma County Upstream and Health Action initiatives.
STRATEGIC GOAL 7: MEASUREMENT/METRICS

The MGPTF will design and implement a measurement system that is firmly established on principles of results-driven accountability, continuous quality improvement, usable knowledge, and the process of change. Evaluation will not only tell us the impact of the efforts and services provided, but also how/why change has occurred. This approach provides both the accountability necessary when utilizing scarce public resources and the flexibility to adapt and improve as circumstances demand.

2012 - 2016 MGPTF Priority Measurement Objectives:

1. Identify and quantify key outcome variables for prevention, intervention and enforcement efforts.
2. Establish a baseline and target for performance measures for effort and effect.
3. Design the appropriate measurement system that will capture and portray the useful information.
4. Build the capacity to collect, input and analyze data on an ongoing effort, effect, and results for community groups funded with Measure O to implement parts of this Strategic Work Plan.
5. Provide the technical assistance required for service providers and other stakeholders to benefit and participate fully in the evaluation process.
6. Provide the reporting capacity and activities necessary to inform the stakeholders and public regarding the effectiveness of the MGPTF and the Choice Grant Program’s efforts, effects, and results.
7. Establish a mechanism where youth and parents can provide feedback to the MGPTF about the needs of the community.
APPENDIX A

Gang Prevention and Intervention Program Evaluation Model

How Is the Evaluation Organized?

The CHOICE grant program’s evaluation is organized according to the graphic on the following page. Performance Logic Models (PLM) are a convenient way of describing why certain service activities should change the behaviors of those receiving them. In that respect, PLMs resemble path diagrams connecting causal variables to effects variables. They offer an alternative approach to evaluating programs that does not require random assignment to different groups (Julian, Jones & Deyo, 1995).

The underlying logic of the PLM is that more effort on the part of staff and customers produces more outputs. More outputs guided by effective strategies produce more change in behaviors and greater satisfaction with services. As CHOICE customers are served more effectively, a ripple effect on the larger community will occur, causing long-term population outcomes to increase for youth in Santa Rosa.

Santa Rosa CHOICE Performance Logic Model Evaluation System

The CHOICE Evaluation System is a synthesis of Mark Friedman’s Results and Performance Accountability evaluation technique and the Theory of Change Logic Model evaluation technique. The fusion of the two systems allows for a functional and ongoing evaluation system well-suited for CHOICE funded services.

Model Updated

The CHOICE Evaluation System also incorporates the latest research and recommendations of researchers and evaluators that call for a “Theory of Change Logic Model” approach to evaluation designs (J.P. Connell, A.C. Kubisch, L.B. Schorr, and C.H. Weiss). All the CHOICE Service Providers have incorporated the United Way of America recommended logic model system of evaluation into their SR CHOICE evaluations. This evaluation system will render thoughtful budget and policy direction, as well as continuous improvement strategies.

The Evaluation Team worked with CHOICE staff and grantees to design and implement this integrated evaluation system. The four components of the CHOICE Evaluation System Performance Measures are: Effort, Effect, Performance and Results.
<table>
<thead>
<tr>
<th>Performance Accountability Model</th>
<th>Logic Model</th>
<th>SR CHOICE Evaluation Questions</th>
<th>Where We Get Data</th>
<th>Performance Goal</th>
<th>Theory of Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs</td>
<td></td>
<td>What did SR CHOICE spend on services?</td>
<td>SR CHOICE Quarterly Reports and Staff Interviews</td>
<td>Spend greater than 95% of funds.</td>
<td>THEORY OF CHANGE</td>
</tr>
<tr>
<td>Staff</td>
<td></td>
<td>Who were the staff providing service?</td>
<td>Staff Surveys, Focus Groups and Interviews</td>
<td>Hire staff indicated in contract.</td>
<td></td>
</tr>
<tr>
<td>Strategies</td>
<td></td>
<td>What service strategies did we conduct?</td>
<td>SR CHOICE Quarterly Reports, Interviews, and Site Visits</td>
<td>Provide service strategies contracted.</td>
<td></td>
</tr>
<tr>
<td>Activities</td>
<td></td>
<td>How much service did we provide?</td>
<td>SR CHOICE Quarterly Reports, Interviews, and Site Visits</td>
<td>Provide 95% of contracted planned services.</td>
<td></td>
</tr>
<tr>
<td>Performance Measure Outputs</td>
<td></td>
<td>How much did the service cost to deliver?</td>
<td>SR CHOICE Quarterly Reports and Staff Interviews</td>
<td>Cost per hour is the same or below cost contracted.</td>
<td></td>
</tr>
<tr>
<td>PERFORMANCE MEASURE CUSTOMER SATISFACTION</td>
<td></td>
<td>Were our youth and parent customers satisfied with our service?</td>
<td>Surveys of Children, Youth, Parents</td>
<td>Customer satisfaction rate is greater than 70%.</td>
<td></td>
</tr>
<tr>
<td>PERFORMANCE MEASURE PRODUCTIVITY OUTCOME</td>
<td></td>
<td>Was our service effective in producing change for our customers?</td>
<td>Surveys of Children, Youth, Parents, and Staff</td>
<td>Service Productivity is greater than 60%.</td>
<td></td>
</tr>
<tr>
<td>RESULT INDICATORS &amp; INTERMEDIATE OUTCOMES</td>
<td></td>
<td>How are SR CHOICE customers doing with the indicators for school success, health and wellness, and transition to adulthood?</td>
<td>Data collected by other agencies and SR CHOICE Gantees</td>
<td>No performance goals are set for results for each grantee because these results take the efforts of the entire Santa Rosa community to impact.</td>
<td></td>
</tr>
<tr>
<td>POPULATION LONG TERM OUTCOMES</td>
<td></td>
<td>In general how are the children and youth doing in Santa Rosa over time? This is the result of everyone in our community working together.</td>
<td>Data collected by other agencies and SR CHOICE Gantees</td>
<td>Strengths-based approach to serving children, youth, and their families. Focused on how customers use their strengths and assets to be better off.</td>
<td></td>
</tr>
</tbody>
</table>
Methodology of the SR CHOICE Performance Logic Model

The values and concepts described below are embedded beliefs and behaviors found in high-performing organizations. They are the foundation for integrating key performance and operational requirements within a results-oriented framework that creates a basis for action and feedback. The CHOICE Performance Logic Model Evaluation System is based on the principles and practices of Continuous Quality Improvement (CQI). CQI is practiced by many public and private agencies to measure and improve their products and services to their customers.

Community Crime Prevention Associates (CCPA) is going beyond traditional program evaluation methods to promote high quality services by non-profit service agencies. This summary of how high quality services can be provided is intended to inform service agency managers and government overseers of the distinctions between traditional evaluation methodology and quality improvement.

The chief distinction is that program evaluation is post-hoc and one-shot. Evaluation reports address what has already happened, and a different evaluation study must be designed to address each question—often stated as a hypothesis. Continuous quality improvement is a current, ongoing activity. Sometimes distinct studies are designed, but there are other ways to function as a service agency, so that high quality services are provided. Quality improvement occurs as a regular part of each day’s work within every service agency. The methods employed must be accessible to program staff, thus requiring a minimum of training in their application. CCPA sees its role as an evaluation company performing program evaluations in the context of service agency staff utilizing our reports to improve their services. CCPA also provides technical support to agency staff to assist them in improving the quality of the services.

CQI defines quality as meeting or exceeding the needs and expectations of the customer.

CHOICE considers the child and their parents as their primary customers whose feedback is important to the continuous improvement of services. CQI requires information about customer outcomes; administrative, staff, cost, and financial performance; competitive or collaborative comparisons; customer satisfaction; and compliance. Data should be segmented by, for example, types of service, customer ages, and strategic priorities to facilitate analysis.

Analysis of the data found in CHOICE evaluation reports refers to extracting larger meaning from data and information to support decision-making and service improvement. Analysis entails using data to determine trends, projections, and cause and effect that might not otherwise be evident. Analysis supports a variety of purposes, such as planning service delivery, reviewing your overall performance, improving operations, accomplishing change management, and comparing your performance with that of competitors, with similar organizations, or with “best practices” benchmarks. A major consideration in performance improvement and change management involves the selection and use of performance measures or indicators. The measures or indicators selected should best represent the factors that lead to improved customer outcomes; improved operational and financial performance. A comprehensive set of measures or indicators tied to customer and organizational performance requirements represents a clear basis or aligning all processes with the grantee organization’s goals and the CHOICE Strategic Plan. Through the data collection, tracking, and analysis benchmarks a major consideration in performance improvement and change management involves the selection and use of performance measures or indicators. The measures or indicators selected should best represent the factors...
that lead to improved customer outcomes; improved operational and financial performance. A comprehensive set of measures or indicators tied to customer and organizational performance requirements represents a clear basis for aligning all processes with the grantee organization’s goals and the CHOICE Strategic Plan. Through the data collection, tracking, and analysis of CHOICE data, our measures or indicators themselves may be evaluated and changed to better support CHOICE goals.

Baldrige Awards for Quality

In 1987 the United States created a quality award program to encourage more companies to develop quality systems. Here are the guiding principles behind the Baldrige Awards for quality as it applies to an organization’s youth and human services.

**Visionary Leadership** - Your organization’s senior leaders (administrative/operational and service provider leaders) should set directions and create a customer focus, clear and visible values, and high expectations. The directions, values, and expectations should balance the needs of all your stakeholders.

**Customer-Focused Excellence** - The delivery of services must be customer focused. Quality and performance are the key components in determining customer satisfaction, and all attributes of customer care delivery factor into the judgment of satisfaction and value.

**Organizational and Personal Learning** - Achieving the highest levels of organizational performance requires a well-executed approach to organizational and personal learning. Organizational learning includes both continuous improvement of existing approaches and significant change, leading to new goals and approaches. Learning needs to be embedded in the way your organization operates.
Valuing Staff and Partners - An organization’s success depends increasingly on the diverse backgrounds, knowledge, skills, creativity, and motivation of all its staff and partners, including both paid staff and volunteers, as appropriate.

Building Partnerships - Organizations need to build internal and external partnerships to better accomplish overall goals.

Agility - Success in today’s ever-changing environment demands agility—a capacity for rapid improvements in service quality. Agility encourages improvements in organization, quality, cost, customer focus, and productivity.

Focus on the Future - In today’s environment, creating a sustainable organization requires understanding the short- and longer-term factors that affect your organization and marketplace.

Managing for Innovation - Innovation means making meaningful change to improve an organization’s services, programs, processes, and operations and to create new value for the organization’s stakeholders. Innovation should lead your organization to new dimensions of performance innovation.

The Service Performance Index used in this evaluation uses the Baldrige criteria to give each grantee a SPI score of between 0 and 1000. This SPI score uses 19 variables to build the SPI score.

Management and Evaluation by Fact

CHOICE works with grantees and the CCPA to collect numerous measurements that are used to set performance goals. The following chart explains the types of measurements and instruments used to provide data and facts to manage, evaluate, and continuously improve CHOICE funded services.
<table>
<thead>
<tr>
<th>Instrument</th>
<th>Information Collected</th>
<th>Time of Collection</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scope of Work</strong></td>
<td>Contracted scope of work, quarterly progress reports, demographics on customers</td>
<td>Contracted plan at time of contract approval, four quarterly reports</td>
</tr>
<tr>
<td>Financial Report</td>
<td>Contracted budget with four quarterly invoices</td>
<td>Contracted budget at time of contract approval, four quarterly reports</td>
</tr>
<tr>
<td><strong>Scope of Work Narrative</strong></td>
<td>Explanation of success in fulfilling the scope of work</td>
<td>Provide with each quarterly report</td>
</tr>
<tr>
<td><strong>Child &amp; Youth Customer Satisfaction Survey</strong></td>
<td>All grantees survey child and youth customers with similar satisfaction question.</td>
<td>Collected twice a year from customers or at the end of any program cycle.</td>
</tr>
<tr>
<td>Parent Customer Satisfaction Survey</td>
<td>Parents are asked four customer satisfaction questions about the services their child received</td>
<td>Collected twice a year from parents or at the end of any program cycle.</td>
</tr>
<tr>
<td><strong>Child &amp; Youth Asset Development Survey</strong></td>
<td>All grantees survey child and youth customers with similar asset development service productivity question.</td>
<td>Collected twice a year from customers or at the end of any program cycle.</td>
</tr>
<tr>
<td>Parent Assessment of Their Child’s Asset Development Survey</td>
<td>Parents assess the growth in their child’s developmental assets. All grantees measure similar assets.</td>
<td>Collected twice a year from customers or at the end of any program cycle.</td>
</tr>
<tr>
<td>Staff Assessment of Each Customer’s Child and Youth Asset Development Survey</td>
<td>Staffs assess the growth in their child customer’s developmental assets. All grantees measure similar assets.</td>
<td>Collected twice a year from customers or at the end of any program cycle.</td>
</tr>
<tr>
<td><strong>Child &amp; Youth Grantee Selected Survey on Targeted Changes</strong></td>
<td>All grantees survey child and youth customer with their own specific selected service productivity question.</td>
<td>Collected twice a year from customers or at the end of any program cycle.</td>
</tr>
<tr>
<td>Parent Assessment of Their Child’s Grantee Selected Survey on Targeted Changes</td>
<td>Parents assess the growth in their child’s grantee selected targeted changes.</td>
<td>Collected twice a year from customers or at the end of any program cycle.</td>
</tr>
<tr>
<td>Staff Assessment of Each Customer’s Grantee Selected Survey on Targeted Changes</td>
<td>Staffs assess the growth in their child customer’s grantee selected targeted changes.</td>
<td>Collected twice a year from customers or at the end of any program cycle.</td>
</tr>
<tr>
<td>Risk Avoidance, Protective and Resiliency Assessment</td>
<td>Child and youth assess their assets to a normed instrument that indicates asset levels.</td>
<td>Minimum of once a year with the option to do it twice a year.</td>
</tr>
<tr>
<td><strong>Focus Group with Grantee Staff</strong></td>
<td>Evaluation Coach meets with staff for a focus group to discuss the effort, effect, performance and results of SR CHOICE services.</td>
<td>Focus groups happen in the first or second quarter.</td>
</tr>
<tr>
<td><strong>Staff Continuous Quality Improvement Questionnaire</strong></td>
<td>Each staff is asked to indicate their experience and education, rate the work experience, rate their organization effectiveness, rate their program design components, and rate program exemplary practices.</td>
<td>Once a year from each staff member.</td>
</tr>
<tr>
<td><strong>Site Visits and Observations</strong></td>
<td>Evaluation Coaches and Youth Evaluators do site visits, interview customers and staff, and complete observation instrument.</td>
<td>Minimum of two site visits with a maximum of eight site visits if needed.</td>
</tr>
</tbody>
</table>
APPENDIX B

Summary of Theoretical Framework for Strategic Work Plan

Build on the Natural Resiliency in the Santa Rosa Community

Adopting an Asset-Based View

This Project is based on recommendations from the California Attorney General’s Policy Council on Violence Prevention. The Council states in their report that:

“The Council recognized that a new view of individual, family and community is emerging in society. It is surfacing from within our communities, among those who educate, protect, and serve families, and in the research literature. This view advances the importance of using an asset-or strength-based model in looking at our people, our families, and our communities. It acknowledges the failure of the deficit-based model of the past generation.

In the asset-based model, individuals, families, and communities are seen as naturally resilient. They are recognized as having the ability to identify and solve their own problems. The role of family, community and government is to nurture the healthy development of individuals, to provide them with opportunities, and to help them develop the self-reliance and self-determination they need to meet and overcome adversity and to contribute to their community.

The emphasis is on fostering independence and interdependence, not dependence. The goal is to build up, not tear down-- to include, not exclude... Under the deficit-based model, government responds to problems after the fact with fragmented strategies that treat the symptoms while ignoring their underlying causes...

The shift to an asset-based model has profound implications for government. It redefines the role of government to one of acknowledging and supporting the healthy aspects of families and communities, and to building on and strengthening these whenever possible... Communities must be built from within, with government in a supporting role. Solutions should be locally owned and controlled. Policies and services should be family-focused and community-centered...”
Santa Rosa CHOICE Evaluation System Meets the Recommended Evidence Based Principles for Measuring Processes/Practices and Feedback

RECOMMENDED EVIDENCE-BASED EVALUATION

The National Institute of Corrections (NIC), in collaboration with the Crime and Justice Institute, assembled leading scholars and practitioners from the fields of criminal justice and prevention to define the core elements of evidence based upon the “what works” research. They identified eight evidence-based principles for effectively intervening with offenders and persons at-risk of criminal behavior. Two of the eight evidence-based principles relate to monitoring and evaluation.

MEASURE RELEVANT PROCESSES/ PRACTICES

It is not enough to adopt practices that have been proven to work elsewhere. Every agency and jurisdiction needs to establish methods and processes to determine if their own policies and practices are producing the desired results. For this reason, the ongoing collection and analysis of data and information is of paramount importance.

Measures should include activities (direct services to customers), outputs (e.g., number of customers served, the amount of dosage or hours of services, cost per customer), initial and intermediate outcomes (e.g., match between services delivered and benefit/value delivered to customers), and impact (e.g., decreases in school suspensions, improvements in arrest rates).

MEASUREMENT FEEDBACK

The value in measurement is not in the doing, but in the knowing. Therefore, once performance measurement data are collected and analyzed, findings should be shared with a variety of people. This information is useful at the individual customer level, staff level, program/agency level, and general public to document the effort, effect, and results/impact of CHOICE and MGPTF. For Santa Rosa taxpayers, the evaluation documents their return on investment. Methodology of the Santa Rosa Performance Logic Model

The values and concepts described below are embedded beliefs and behaviors found in high-performing organizations. They are the foundation for integrating key performance and operational requirements within a results-oriented framework that creates a basis for action and feedback. The CHOICE Performance Logic Model Evaluation System is based on the principles and practices of Continuous Quality Improvement (CQI). CQI is practiced by many public and private agencies to measure and improve their products and services to their customers. CQI is also one of the recommended evidence-based practices to reduce criminal and violent behaviors.

CCPA is going beyond traditional program evaluation methods to promote high quality services by non-profit service agencies. This summary of how high quality services can be provided is intended to inform service agency managers and government overseers of the distinctions between traditional evaluation methodology and quality improvement.
The chief distinction is that program evaluation is post-hoc and one-shot. Evaluation reports address what happened. A different evaluation study must be designed to address each question, often stated as a hypothesis. CQI is a current, ongoing activity. Sometimes distinct studies are designed, but there are other ways to function as a service agency, so that high quality services are provided. Quality improvement occurs as a regular part of each day’s work within every service agency. The methods employed must be accessible to program staff, thus requiring a minimum of training in their application. CCPA sees its role as an evaluation company performing program evaluations in the context of service agency staff utilizing our reports to improve their services. CCPA also provides technical support to agency staff to assist them in improving the quality of the services.

CQI defines quality as meeting or exceeding the needs and expectations of the customer. CHOICE considers the child and their parents as their primary customers whose feedback is important to the continuous improvement of services.

CQI requires information about customer outcomes; administrative, staff, cost, and financial performance; competitive or collaborative comparisons; customer satisfaction; and compliance. Data should be segmented by, for example, types of service, customer ages, and strategic priorities to facilitate analysis.

Analysis of the data found in CHOICE evaluation reports refers to extracting larger meaning from data and information to support decision-making and service improvement. Analysis entails using data to determine trends, projections, and cause and effect that might not otherwise be evident. Analysis supports a variety of purposes, such as planning service delivery, reviewing your overall performance, improving operations, accomplishing change management, and comparing your performance with that of competitors, with similar organizations, or with “best practices” benchmarks. A major consideration in performance improvement and change management involves the selection and use of performance measures or indicators. The measures or indicators selected should best represent the factors that lead to improved customer outcomes; improved operational, financial performance. A comprehensive set of measures or indicators tied to customer and organizational performance requirements represents a clear basis for aligning all processes with the grantee organization’s goals and the San José MGPTF Strategic Work Plan. Through the data collection, tracking, and analysis of CHOICE data, our measures or indicators themselves may be evaluated and changed to better support Santa Rosa’s MGPTF Strategic Goals.

**Children, Youth, Young Adults and Adults Will Benefit from Care Utilizing These Eight Evidence-Based Principles**

The NIC, in collaboration with the Crime and Justice Institute, assembled leading scholars and practitioners from the fields of criminal justice and prevention to define the core elements of Evidence-Based Principles (EBP) based upon the “what works” research. They identified eight evidence-based principles for effectively intervening with offenders and persons at-risk of criminal behavior. These eight principles serve as the foundation for agencies interested in grounding policy and practice in the principles of effective intervention in order to prevent criminal behavior.
Eight Evidence-Based Principles for Effective Interventions

1. **Assess actuarial risk/needs.**
2. **Enhance intrinsic (self) motivation.**
3. **Target Interventions**
   a. Risk Principal: Prioritize supervision, services, and resources for higher risk customers.
   b. Need Principle: Target interventions to criminogenic needs.
   c. Responsively Principle: Be responsive to temperament, learning style, motivation, culture, and gender when providing services to a client.
   d. Dosage: Facilitate and/or provide more structured programming for higher risk youth up to 40-70% of the time for those at higher risk.
   e. Provide a wide array of services according to risk, need, and response to treatment/care with emphasis on cognitive behavior treatment and activities.
4. **Train staff in skills that produce behavioral change using directed practices (i.e. cognitive behavioral methods).**
5. **Increase positive reinforcements.**
6. **Engage ongoing support in natural environments.**
7. **Measure relevant processes, activities, and practices.**
8. **Provide measurement feedback for improvements to customers and staff, along with other stakeholders**

This summary of the evidence-based practices clearly indicates that community-based, faith-based, and non-profit organizations can and should be active partners in assisting in the implementation of Measure O Strategic Work Plan. They have the experience and expertise to assist in many of the EBP strategies. Successful violence and crime reduction can be achieved by building a partnership and expanding relationships between all stakeholders to make Santa Rosa a safe, healthy, and engaged community.

The Measure O Strategic Work Plan utilizes the work done by The Center for Effective Public Policy and its partners, The Urban Institute and The Carey Group, who were funded by the U.S. Department of Justice, Office of Justice Programs, and Bureau of Justice Assistance to develop 13 professional development packets for working with customers involved in risky and criminal behaviors. Packets can be downloaded free at: [http://www.cepp.com/coaching.htm](http://www.cepp.com/coaching.htm)
Base assessments on the evidence based principles of using both static risk factors and common criminogenic needs (Dynamic Risk Factors)

<table>
<thead>
<tr>
<th>Common Historical Risk Factors (Static Risk Factors)</th>
<th>Common Criminogenic Needs (Dynamic Risk Factors)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age at first arrest</td>
<td>Anti-social attitudes, cognitions</td>
</tr>
<tr>
<td>Current age</td>
<td>Anti-social associates, peers</td>
</tr>
<tr>
<td>Gender</td>
<td>Anti-social behavior</td>
</tr>
<tr>
<td>School suspensions and expulsions</td>
<td>Family, marital stressors</td>
</tr>
<tr>
<td>Criminal history</td>
<td>Substance abuse</td>
</tr>
<tr>
<td></td>
<td>Lack of employment stability, achievement</td>
</tr>
<tr>
<td></td>
<td>Lack of educational achievement</td>
</tr>
<tr>
<td></td>
<td>Lack of pro-social leisure activities</td>
</tr>
</tbody>
</table>

SOCIALIZING YOUTH

Community Crime Prevention Associates (CCPA) remind us that youth need to feel as though they “belong” – to their families, church, community, school or other positive, pro-social groups – in Santa Rosa. Strong bonds and relationships are critically important to normal, healthy youth development. The presence of a caring and supportive adult is one way to help socialize youth. Youth without the presence of caring and supportive adults in their lives may be attracted and “pulled” over to the anti-social mindset and lifestyle. After all, the anti-social lifestyle also offers youth a way to gain and keep respect, sense of family and connectedness, sense of accomplishment and upward mobility, sense of safety, money, way to be engaged, rite of passage, and sense of structure and direction.

Who is pulling for the Pro-Social Side?

The urgency to surround youth with pro-social influences may be greater now more than ever. Policymakers and other community leaders need to determine what resources are available to counter the anti-social influences of gangs, certain parolees, and other anti-social adults. Experts on gangs and law enforcement officials agree that anti-social influences, such as gangs, have a well-organized team with a thoughtful game plan. The pro-social team needs to ensure that it too is organized and working together. Does the community know who should be pulling on the pro-social team and in what order? Does the community know if there are enough people pulling on the pro-social side?
**ANTI-SOCIAL PULL**

- Adults on probation
- Gang members
- Anti-social peers
- Drug-using peers
- Peers who break the law
- Parents who use drugs
- Parents who break the law

**Characterized By:**
- Anti-social peers
- Beliefs, values, and attitudes favorable to crime
- Substance abuse
- Condones violence as way to solve conflicts
- Poor self-management skills
- Poor attitudes toward work and/or school often demonstrating anger and hostility
- Poor parental supervision, monitoring, or contingencies
- Other family problems, including child abuse
- Anger/hostility

**PRO-SOCIAL PULL**

- Parents
- Teacher/Coaches
- Pro-social peers
- Neighbors
- Community-based Youth Workers
- City or County Workers
- Police and Probation Officers
- Faith Based Organizations
- Business and Service Organizations

**Characterized By:**
- Meaningful and high level of participation in home, school and community
- High expectations at home, school and community
- Caring and supportive adults at home, school and
- Beliefs, values, and attitudes unfavorable to crime
- High level of structure and expectations
- Skills and assets such as problem-solving, decision-making skills, and hope for the future
- Provides meaningful activities for youth to participate
- Encourages youth to get good at something. Success begets success.
- Respects and builds hope for the future for the youth
Positive Youth Development Should Also Build on Resiliency Assets

The Positive Youth Development approach suggests that assisting youth to achieve their full potential is the best way to prevent them from engaging in risky behaviors. Youth development assets and the role of resiliency will be incorporated into the program and evaluation design. It will be the way we do business. The City of Santa Rosa will require youth developmental asset-based evaluation designs for a number of our youth programs, requiring community-based contractors to demonstrate their ability to implement asset-building program components, and supporting the effort to garner community-wide buy-in about developmental asset theory and approaches.

The Search Institute, a non-profit organization that studies and supports approaches for the healthy development of children and youth, developed the 40 Developmental Assets. The Search Institute surveyed hundreds of thousands of young people and from their findings they identified 40 experiences and qualities that have had a positive influence on young people from diverse backgrounds. The asset concept is that children, youth, and adults need positive external support and internal strength in order to succeed in life.

Youth Development and Youth Assets

The Search Institute’s Developmental Assets are 40 common sense, positive experiences and qualities that help influence the choices that young people make and help them become caring, responsible and successful adults. Because of its basis in youth development, resiliency, and prevention research and its proven effectiveness, the Developmental Assets framework has become one of the most widely used approach to positive youth development in the United States. Over time, studies of more than 2.2 million young people consistently show that the more assets young people have, the less likely they are to engage in a wide range of high-risk behaviors and the more likely they are to thrive. Research has proven that youth with the most assets are least likely to engage in four different patterns of high-risk behavior, including problem alcohol use, violence, illicit drug use, and sexual activity. The same kind of impact is evident with many other problem behaviors, including tobacco use, depression and attempted suicide, antisocial behavior, school problems, driving and alcohol, and gambling.

The positive power of assets is evident across all cultural and socioeconomic groups of youth, and there is also evidence that assets have the same kind of power for younger children. Furthermore, levels of assets are better predictors of high-risk involvement and thriving than poverty or being from a single-parent family. The average young person experiences fewer than half of the 40 assets, and boys experience an average of three fewer assets than girls. http://www.search-institute.org/developmental-assets
Build On the Strength of Our Communities

The experimentation with Measure O and the MGPTF collaboration is an attempt to catalyze all sectors for particular neighborhoods and communities of need. This SWP requires non-profits to partner with the public sector organizations when possible to form collaborations has modeled some of McKnight’s accepted theories of community asset building. John McKnight, of Northwestern University’s Center for Urban Affairs and Policy Research, spent several decades as a community organizer in Chicago. His experience convinced him that by pulling ownership of services out of the community and into the hands of professionals and bureaucracies, we have actually weakened our communities and undermined our people. “There is a mistaken notion that our society has a problem in terms of effective human services,” he says, “Our essential problem is weak communities.”

McKnight provides a list of eight assumptions behind his theories of why we should strengthen communities:

1. Communities have more commitment to their members than service delivery systems have to their clients.
2. Communities understand their problems better than service professionals do.
3. Professionals and bureaucracies deliver services; communities solve problems.
4. Institutions and professionals offer “services”; communities offer, “care.”
5. Communities are more flexible and creative than large service bureaucracies.
6. Communities are cheaper than service professionals are.
7. Communities enforce standards of behavior more effectively than bureaucracies or service professionals.
8. Communities focus on capacities; service systems focus on deficiencies.
APPENDIX C

Gang Related Incidents

While the general public uses the term “gang” rather broadly without regard to criminal or non-criminal behavior, law enforcement has struggled with the issue of how to define and track gang-related criminal offenses and arrests. Because law enforcement agencies by design focus primarily on criminal activity, SRPD had relied for years on the California Penal Code definition of a gang.

Identifying and Reporting Gang Related Crime

SRPD officers are responsible for identifying gang-related incidents in crime reports based on the department’s definition of a gang-related crime. In addition to articulating gang-related criteria in the reports, officers are required to enter a “G” (gang related) in an assigned data field for all gang-related crime incidents in the department’s automated reporting system.

SRPD’s Gang Crimes Team reviews all reports with a “G” to verify gang-related criteria. During this secondary review process, the Gang Crimes Team may determine that a report does not meet the definition of a gang-related crime and remove the reporting officer’s “G” designator. Alternatively, the Gang Crimes Team may determine that a report not assigned a “G” designator by the reporting officer meets the definition of a gang-related crime and assign the “G” designation.

Reporting Gang Related Crime Statistics

SRPD has developed a database of all “G” (gang related) crime incidents and uses the database to produce statistical reports for the Gang Crimes Team and the MGPTF. Currently, SRPD provides a monthly summary report of gang-related crime incident and arrests to the MGPTF. The report also includes charts illustrating gang crime and violent gang crime incidents and trend lines for a rolling 12-month period. Monthly gang-related crime incident and arrest statistics provided to the MGPTF are considered preliminary and subject to the secondary review conducted by the SRPD Gang Crimes Team.

Crimes Against the Person Versus Crimes Against Property

Distinguishing between crimes committed against persons and crimes committed against property facilitates the process of scoring offenses. In the UCR Program, homicide, forcible rape, and aggravated assault are crimes against the person; one offense is counted for each victim. Robbery, burglary, larceny-theft, motor vehicle theft, and arson are crimes against property, and one offense is counted for each distinct operation or attempt. The exception is in the case of motor vehicle theft where one offense is counted for each stolen vehicle and one offense for each attempt to steal a motor vehicle. Access to the complete UCR Handbook can be found at: http://www.fbi.gov/about-us/cjis/ucr/additional-ucr-publications/ucr_handbook.
Uniform Crime Reporting (UCR) Program

Santa Rosa will continue to use the Uniform Crime Reporting (UCR) Program to track the level of crime against persons. The UCR Program began in January 1930 and now encompasses approximately 17,000 law enforcement agencies nationwide that voluntarily contribute their crime statistics to generate a reliable set of crime statistics for use in law enforcement administration, operation, and management.
## APPENDIX D
### Contact Information

*Be a part of the solution.*

<table>
<thead>
<tr>
<th>A Community-Wide Response to a Community-Wide Issue</th>
</tr>
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<tbody>
<tr>
<td><strong>Mayor’s Gang Prevention Task Force</strong></td>
</tr>
</tbody>
</table>
| Recreation & Parks Department  
415 Steele Lane  
Santa Rosa, CA 95403  
[www.gangprevention.srcity.org](http://www.gangprevention.srcity.org) | (707) 543-3457 |
| **Hotlines and Resources** |
| Gang Hotline – Report Gang Activity in Santa Rosa  
(Anonymous tips can be left at this number.) | (707) 543-4264 |
| Graffiti Hotline – Report Graffiti in Santa Rosa | (707) 543-3499 |
| Drug Hotline – Report Drug Activity  
(Anonymous tips can be left at this number.) | (707) 544-DRUG |
| Gang Prevention and Intervention Education  
(Request resource materials or request a community presentation) | (707) 543-3457 |
| Gang Intervention Referral  
(Seek help for a friend or loved one involved in Gangs) | (707) 543-3457 |
| Santa Rosa Police Department Community Outreach | (707) 543-3653 |