

Meeting Date: 5/21/2013

Report Type: Discussion

Report ID: 2013-00444

Title: FY2013/14 Measure U Funding Proposal Related to Youth Gang Prevention

Location: Citywide

Issue: The Mayor's Gang Prevention Task Force has developed and submitted a proposal for the use of Measure U funds to address gang/youth violence and to provide programs for at-risk youth. The City Manager has agreed to provide this proposal to the City Council for consideration for Measure U funding as part of the City's budget hearing process.

Recommendation: For City Council consideration.

Contact: Khaalid Muttaqi, Neighborhood Resource Coordinator, (916) 808-4057, Parks and Recreation Department

Presenter: N/A

Department: Mayor/Council

Division: Mayor

Dept ID: 01001191

Attachments:

1-MGTF Proposal to Council May 21 2013

2-Mayors Gang Prevention Task Force Roster May 2013

3-Mayor Gang Prevention Task Force Strategic Plan Oct 2012

MAYOR'S GANG PREVENTION TASK FORCE

MEASURE U PROPOSAL TO THE SACRAMENTO CITY COUNCIL

May 21, 2013

SUMMARY

Voter approval of the Essential Services Protection Measure (Measure U) in November 2012 authorized the implementation of an additional one-half cent transaction and use tax within the City of Sacramento (effective April 1, 2013), and the establishment of an Oversight Committee. Essential public safety services enumerated in the Measure U ballot question include 9-1-1 response, police officers, gang/youth violence prevention and fire protection.

At the quarterly Mayor's Gang Prevention Task Force (MGPTF) meeting held on March 21, 2013, Task Force members approved submitting the following proposal to the City Manager requesting support for gang/youth violence prevention by implementing the MGPTF Strategic Plan. The Strategic Plan was adopted by the City Council on October 2, 2012 and endorsed by the County Board of Supervisors on January 29, 2013.

Currently the MGPTF is funded by various state and private grants equaling a total \$834, 125. Two of these grants required a dollar for dollar match. Through multiple partnerships an additional \$704,953 of in-kind resources has been successfully leveraged. The majority of these grants are due to expire within the next fiscal year. Support of this proposal in the amount of \$1,000,000 will solidify the infrastructure and staffing for the MGPTF and establish a robust RFP process, administered by the City of Sacramento's Parks and Recreation Department, to identify and support high-quality services that align with the goals and objectives of the MGPTF Strategic Plan.

PROPOSAL

Gang Prevention/Intervention Grant Program

MGPTF would identify key strategies and programs from the Strategic Plan to be prioritized for funding through RFPs and/or grant awards. Possible items recommended by the MGPTF Technical Team and Steering Committee include but are not limited to:

- School based literacy programs
- School based extracurricular activities (arts, music, technology and athletics)
- Conflict Resolution/Violence Reduction Trainings
- Coordinated crisis response and intervention system
- Internships/Vocational Training/Workforce Readiness
- Ceasefire/ Street Outreach
- Mentor training program
- Community awareness campaign on gang and violence prevention
- Reentry program for formerly incarcerated youth
- Violence Prevention Summit

Grant awards between would range from \$25,000 to \$100,000 for a total of **\$670,000**

Evaluation/Data Analysis

Professional program evaluation, data collection/analysis and regular reports on outcomes and metrics to assess overall impact of MGPTF strategies and programs. **\$50,000**

Personnel

Three positions would organize, coordinate and manage MGPTF initiatives. A *Program Manager* would manage contracts, budgets, policy, methodology, develop multi-sector partnerships and serve as principal contact for the MGPTF. An *Administrative Analyst* would administer the RFP and grant program, track progress and compliance and process/track grant payments. A *Project Coordinator* would work with community leaders and stakeholders to assess needs and coordinate service delivery, organize regular Tech Team and Steering Committee meetings and provide coordination support for collaboration projects. **\$267,000**

Supplies/Equipment

General supply of expendable items and equipment necessary for program implementation and administration. **\$13,000**

Budget

Operating Cost	\$ 670,000
Evaluation/Data Analysis	50,000
Personnel	267,000
Supplies/Equipment	<u>13,000</u>
TOTAL	\$1,000,000

If the MGPTF Measure U recommendations are supported by the Sacramento City Council and included in the FY2013/2014 operating budget, a committee comprised of MGPTF task force members would be established to finalize priorities and set criteria for the grant program.

**MAYOR'S GANG PREVENTION TASK FORCE
POLICY BOARD**

Member Name	Organization/Affiliation
Kevin Johnson	Mayor – Chair, City of Sacramento
Sam Somers	Chief, City of Sacramento Police Department
Scott Jones	Sheriff, County of Sacramento Sheriff Department
Jay Schenirer	Councilmember, City of Sacramento
Darrell Fong	Councilmember, City of Sacramento
Phil Serna	Supervisor, County of Sacramento
John Shirey	City Manager, City of Sacramento
Jim Combs	Director, Parks and Recreation, City of Sacramento
Jan Scully	District Attorney, County of Sacramento
Paulino Duran	Chief Public Defender, County of Sacramento
Lee Seale	Chief Probation Officer, County of Sacramento
Ann Edwards	Director, Health and Human Services, County of Sacramento
Paul Lake	Director, Human Assistance, County of Sacramento
Jonathan Raymond	Superintendent, Sacramento City Unified School District
Steve Ladd	Superintendent, Elk Grove Unified School District
David Gordon	Superintendent, Sacramento County Office of Education
Maureen Price	Executive Director, Boys and Girls Club
Tyrone Netters	Executive Director, NAACP
Sherwood Carthen	Area Congregations Together (ACT)
Alice Perez	Executive Director, Hispanic Chamber of Commerce
Symia Stigler	Director, Sacramento READS!
Christine Tien	Program Manager, The California Endowment
Stacy Eurie Boulware	Judge, Sacramento Superior Court
Kevin McCormick	Judge, Sacramento Superior Court
Michelle Odell	Public Affairs Director, Kaiser Foundation
Matt Cervantes	Program Officer, Sierra Health Foundation

“Sacramento will be a national leader in providing community solutions in gang and youth violence prevention.”

Mayor’s Gang Prevention Task Force Strategic Plan 2012-2015



City of Sacramento



Credits

Mayor and City Council

Kevin Johnson
Mayor

Angelique Ashby
District 1

Jay Schenirer
District 5

Sandy Sheedy
District 2

Kevin McCarty
District 6

Steve Cohn
District 3

Darrell Fong
District 7

Robert King Fong
District 4

Bonnie J. Pannell, Vice-Mayor
District 8

Administration

John F. Shirey
City Manager

Rick Braziel
Chief of Police

John Dangberg
Assistant City Manager

James L. Combs
Director
Department of Parks and Recreation



Mayor's Gang Prevention Task Force Policy Board

Kevin Johnson
Mayor / Chair
City of Sacramento

Paulino Duran
Chief Public Defender
County of Sacramento

Sherwood Carthen
Area Congregations Together
(ACT)

Rick Braziel
Police Chief
City of Sacramento Police
Department

Don Meyer
Chief Probation Officer
County of Sacramento

Alice Perez
Executive Director
Hispanic Chamber of
Commerce

Scott Jones
Sheriff
County of Sacramento
Sheriff's Department

Ann Edwards
Director
Health and Human Services
County of Sacramento

Symia Stigler
Director
Sacramento READS!

Jay Schenirer
Councilmember, District 5
City of Sacramento

Paul Lake
Director, Human Assistance
County of Sacramento

Judge Stacy Eurie Boulware
County of Sacramento
Superior Court

Darryl Fong
Councilmember, District 7
City of Sacramento

Jonathan Raymond
Superintendent
Sacramento City Unified
School District

Judge Kevin McCormick
County of Sacramento
Superior Court

Phil Serna
Supervisor
County of Sacramento

Steve Ladd
Superintendent
Elk Grove Unified School
District

Michelle Odell
Public Affairs Director
Kaiser Permanente

John Shirey
City Manager
City of Sacramento

David Gordon
Superintendent
Sacramento County Office of
Education

Matt Cervantes
Program Officer
Sierra Health Foundation

Jim Combs
Director, Department of Parks
and Recreation
City of Sacramento

Maureen Price
Executive Director
Boys and Girls Club

Jan Scully
District Attorney
County of Sacramento

Tyrone Netters
Executive Director
NAACP



Mayor's Message

As Mayor and leader of this city, one of my primary responsibilities is to ensure the safety and security of our citizens. I believe that all citizens deserve to live in, work in, travel across, and enjoy the city knowing that they are safe. Early in 2011, I introduced my Gang Prevention Initiative and established the Mayor's Gang Prevention Task Force following several high-profile gang related shootings in our community. I charged the Mayor's Gang Prevention Task Force with facilitating the community discussion on youth and gang violence and, with my guidance, developing a comprehensive citywide gang prevention strategic plan.



Youth and gang violence impacts us all. It threatens the safety in our neighborhoods, in our schools, and in our homes. It is vital that we collectively join together as a community to address the underlying causes of this issue. Through the collaborative efforts of the Mayor's Gang Prevention Task Force, working in partnership with City and County representatives, school districts, community-based organizations, faith-based organizations, and law enforcement, we can implement strategies to achieve safe neighborhoods, strengthen cross-system efficacy, improve school attendance rates, and reduce incidents of gang and youth violence.

Attendance at school is a strong protective factor against gangs and delinquency. Youth who attend school and attain literacy are much less likely to commit crime both in the short and long term. We must offer our youth the resources to thrive in school and the opportunities to succeed.

"It is easier to build strong children than to repair broken men". - Frederick Douglass

I want to shift the paradigm towards deep prevention. This means we start at pre-school to make sure children get off to a good start with quality early learning opportunities, and to continue to provide the support and guidance of adults that care for and believe in them. Our approach will be strength based and not deficit based with the glass is half-full mindset. We must give all young people reasons to opt out of gang affiliation and into a safe and healthy lifestyle by providing opportunities for them to develop their strengths and talents.

I urge you to join me in my commitment to providing youth with the tools and the education they'll need to be productive citizens. Together we can make a significant difference in the health and safety of Sacramento neighborhoods for generations to come.

Sincerely,

Kevin Johnson
Mayor



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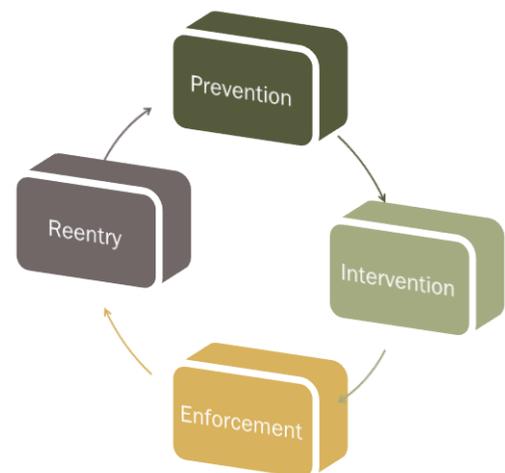
Introduction

During the fall/winter of 2010, several high-profile gang-related shootings stunned the community of Sacramento. In September 2010, a 24-year old (non-gang member) was killed and a known gang member was wounded from a gun-fight between rival gangs in midtown Sacramento during a community event called the Second Saturday Art Walk. In December 2010, two people lost their lives while five others were wounded during a gang related shooting in a strip mall near a local barber shop in South Sacramento. This shooting will forever be known to the community as the “Barber Shop Shooting”. One of the victims in the Barber Shop Shooting was an innocent 30-year old woman caught between gang gunfire and killed protecting her two-year old son while putting him into his car seat. The second victim was a gang member directly involved in the shooting. These incidents made it clear to government and community leaders in Sacramento that the safety of the community was at stake and it was imperative to take a united, strategic, and proactive approach to manage the City’s youth and gang violence problem.

In January 2011, City of Sacramento Mayor Kevin Johnson announced his Gang Prevention Initiative and, in February 2011, formed the Mayor’s Gang Prevention Task Force (MGPTF) to address gang-related issues facing the City of Sacramento. The purpose of the MGPTF was to bring together community organizations, neighborhood leaders, school officials, government and all stakeholders within the Sacramento community to address the spike in incidents related to youth and gang violence.

The MGPTF is a collaborative effort of members representing the City and County of Sacramento, school districts, faith-based organizations, community-based organizations, law enforcement, and others. The MGPTF is charged with facilitating the community discussion and producing a comprehensive gang prevention strategic plan.

The *Strategic Plan for Gang Prevention 2012-2015* is geared towards identifying and implementing promising methods and initiating policy changes to support local practice. The Strategic Plan is based on the concept of reconnecting with Sacramento at-risk and gang involved youth by aligning the goals and strategies with other initiatives and leveraging resources with all key partners. The Strategic Plan framework builds upon strong working relationships; creates positive social environments; promotes social and economic policies that support positive youth development; and blends policing efforts with heavy dosage of prevention, intervention, enforcement, and reentry.



This comprehensive approach is designed to allow the City, its stakeholders, its partners, and the community to assume responsibility and accountability for the safety, health, and welfare of our youth, families, and neighborhoods.



Community Engagement

At the heart of Mayor Johnson's Gang Prevention Initiative is community engagement. In January, 2011, when Mayor Johnson and the community resolved that enough was enough and it was time for an emboldened response to the increased incidents of street violence; the first task at hand was to assemble key community leaders for a special meeting at City Hall. It was agreed upon at this meeting that the broader community needed to be engaged and consulted with, thus the convening of several community forums and focus groups transpired.

Community Forums

The first community forum was held on February 16, 2011, at the Oak Park Community Center. Attendees participated in break out groups to discuss factors contributing to gang-related violence in the Sacramento community as well as identify solutions and opportunity areas. After the breakout sessions, participants returned to the main assembly room and each group reported back on the top three issues identified and strategies to address them.

The second community forum was held on April 19, 2011, at the Pannell Community Center featuring California Attorney General Kamala Harris as the guest speaker. Attorney General Harris stressed the need to address the gang problem with a community approach and being "smart on crime". She compared the gang violence problem to a public health issue that should be dealt with through prevention and early treatment because "by the time it is being dealt with in the emergency room, it's too late and too expensive".

Mayor Johnson also spoke at the community forum. Mayor Johnson said "there are 60 gangs and about 6,000 gang members in Sacramento County". Mayor Johnson also discussed the importance of literacy mentioning that 70% of incarcerated people are illiterate and only 30% of Sacramento's students are reading at their grade level by the time they finish 3rd grade. Attorney General Harris agreed that there is a direct connection between public education and public safety.

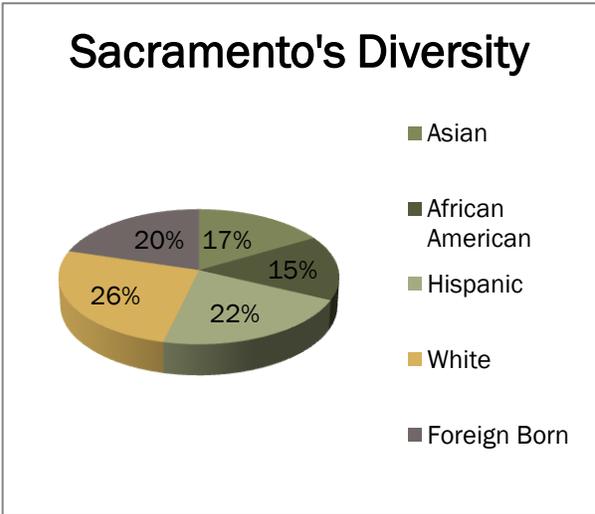
Focus Groups

Another critical component of the Mayor's gang prevention strategy has been the numerous focus groups conducted by members of the Mayor's Gang Prevention Task Force. Facilitated discussions were held with youth service providers, faith leaders, law enforcement, educators, youth groups and community residents, to name a few. During this process, similar themes started to emerge. The groups stated that mentoring and adult leadership/involvement, better relationships between law enforcement and the community, and job training/social services were important. The results are incorporated into the strategies within this plan.



Course of Action Towards Success

Since 2003, the number of validated gang members in Sacramento has been increasing rapidly. With such a large and diverse population, the City of Sacramento, like many other metropolitan areas across the state and the nation, has seen a major growth in youth gang membership. Each neighborhood has its own unique challenges due to the many diverse ethnic and social groups (16.6% Asian, 15.5% African American, 21.6% Hispanic, 26% White, and 20.3% foreign born). Within the Sacramento City Unified School District, students speak 44 different languages. With such different ethnicities, cultural competency must be considered in providing services for this population.



Current data shows that the age group committing the highest number of crimes including homicides, shootings and violent assaults, are between 16-24 years of age. The best indicator of this is believed to be the total numbers of youth being served by local youth service providers. With just under a half million people and growing, Sacramento is faced with many challenges contributing to the youth and gang violence problem including; poverty and unemployment; high truancy and dropout rates; family structure; and gaps in programs and services.

The number of validated gang members has increased tenfold since 2003. The Sacramento Police Department's (SPD) Gang Suppression Unit has identified more than 60 active criminal street gang sets, with over 4,600 validated street gang members. About 25% of these validated members are juveniles. Gang recruitment in the area middle and high schools is on the rise.

Sacramento is a member of the California Cities Gang Prevention Network which is comprised of 13 California cities – Fresno, Los Angeles, Oakland, Oxnard, Richmond, Sacramento, Salinas, San Bernardino, San Diego, San Francisco, San José, Santa Rosa, and Stockton. The overall goal is to reduce gang violence and victimization by sharing ideas, expertise, and knowledge to develop sustainable, action-oriented gang prevention plans.

Following an outline recommended by the California Cities Gang Prevention Network, the Mayor's Gang Prevention Task Force began the process of developing the *Mayor's Strategic Plan for Gang Prevention 2012-2015* for the City of Sacramento.

This Strategic Plan features several guiding principles that will put the city of Sacramento on a course of action towards success to reclaim our most valuable community assets, our young people. These guiding principles include meaningful community engagement, strengthening cross-system efficacy, accountability, and incorporating a public health approach to gang prevention.



Meaningful Community Engagement

Deep and meaningful community engagement is crucial to the success of the gang prevention initiative. It is essential to involve partners from all areas of the community in the planning and implementation efforts to ensure long-term sustainability. Partners critical to this effort include individuals and organizations with the capacity and motivation to develop, implement, coordinate and maximize resources, programs, services, etc., dedicated to gang prevention and youth development. The capacity of community stakeholders must be built-in through training, data sharing, and leadership development. Valiant efforts by community leaders have helped many young people avoid the pitfalls of the streets and go on to remarkable accomplishments. Many neighborhood and faith-based groups in the Sacramento community already offer services and programs that are in alignment with the gang prevention strategies found within this plan. Despite tiny budgets and small staffs, these grassroots organizations possess a high level of knowledge and dedication. The Mayor's Gang Prevention Task Force (MGPTF) aims to coordinate efforts and link services enabling partners and stakeholders to work together in producing results for Sacramento's high risk youth.

Collaboration

Gangs and crime don't care about artificial boundaries and jurisdictions. It is crucial for the City, County, School Systems, Law Enforcement, and other service providers to find ways of working together. As the largest city in Northern California's six county region, Sacramento is in a unique position to serve as the epicenter for positive transformation as it relates to youth and gangs. Given the multiple agencies and overlapping jurisdictions that are involved in addressing and preventing gang and youth violence, developing a clear infrastructure that facilitates regular communication, planning, evaluation, and resource development is critical.

The continuing decline in our state's economy has created an environment where prevention and intervention programs remain fragmented and sporadically funded. Many community organizations lack the assessment capacity, data, or political synergy to generate the cross-agency coordination required for long-term solutions to be effective. Most organizations and agencies continue to work in silos without due consideration of overlapping goals and populations. The plan calls for a renewed approach for the maximization of resources that will make possible the goal of keeping our youth safe at schools, community centers, parks, and in their neighborhoods. Our current reality necessitates strategic investment and overall coordination if we are to be effective.

Public Health Approach

Historically, the primary response to the gang problem in the City of Sacramento has been enforcement and suppression; with scattered efforts of intervention and prevention programs.

There is ample literature and research that support a public health approach to youth and gang violence prevention. This approach calls for identifying the specific risk and protective factors, developing strategies that reduce the risk factors and increase resiliency against injury, violence, and delinquency. With its emphasis on prevention, and targeting the behavior, not the person, it offers an appealing alternative to an exclusive focus on rehabilitation or punishment.



In communities where exposure to violence and trauma is a chronic fact of life, this evidence based approach can offer practical methods and strategies to promote and maintain pro-social behavior.

Accountability

Youth and young adults who choose to employ violence and intimidation to exert influence within neighborhoods will be subject to an equally vigorous effort to disrupt and suppress their activities. The prosecution of violent offenders, whether youth or adult, will be pursued to the fullest extent of the law to hold individuals personally accountable for inflicting physical or any other harm upon members of the Sacramento community.

But criminal enforcement is only the first level of this renewed focus on accountability. Parents, community leaders, government officials, faith leaders, school personnel, and youth themselves all need to be held to a higher level of responsibility to ensure that this initiative can have the long term positive impact on our youth culture and in our most distressed neighborhoods. The status quo has not worked and we need an increased level of investment and cooperation in order to make Sacramento a place where youth feel supported when making the decision to opt out of gangs and other self-destructing behaviors and into healthy self development.



Framework

Vision

“Sacramento will be a national leader in providing community solutions in gang and youth violence prevention.”

Core Values

As a community:



Focus Areas



Goals



Focus Areas



Current research, supported by the experience of communities that have successfully reduced gang violence, shows that a comprehensive gang violence and prevention program must simultaneously combine efforts in four strategic focus areas: (1) Prevention, (2) Intervention, (3) Enforcement, and (4) Reentry. Cities achieve the greatest gains in public safety and positive youth development that have a blend of strategies and engage neighborhoods and residents in restoring peace.

A comprehensive approach has not only proven to be far more successful than enforcement-centered or standalone efforts created in a silo, but it can also save millions of public dollars. For example, according to the Urban Strategies Council, yearly incarceration costs were \$216,081 per juvenile and \$43,149 per adult offender in FY2008. Most violence prevention and intervention programs cost even less, varying between \$5,000 and \$10,000 per client depending on the level of workforce development offered.

Focus Area 1: PREVENTION

A balanced gang prevention plan must incorporate strategies to help youth avoid gang involvement altogether. This plan makes a deliberate effort to shift the paradigm towards deep prevention. It seeks to get in front of the gang issue by addressing the root causes that lead to the individual, school, peer, and family disconnectedness.



As the community institution where children and youth spend a large portion of their time, schools are critical partners and can serve as natural community hubs in this gang prevention initiative. Schools are already rooted in the community, engaged with children and youth, and connected to families. Schools are often the first to know when students are failing, getting in trouble at school or when they begin cutting classes. Truancy is often the “gateway” to juvenile delinquency and a lifetime of crime. The school and its partners can provide support to help students get back on track through targeted strategies that act upon the early signs of disengagement.

Additionally, academic success depends on school safety. Researchers analyzing the Academic Performance Index (API) scores of nearly 1,700 secondary schools in California found that students' perception of safety at school showed a strong positive relationship to API scores. Schools can be resource hubs by partnering with community organizations to offer afterschool and weekend programs for children, teens and their families as well as be opened for neighborhood meetings, community events, and even gang intervention trainings. While the school may serve as the core, the responsibility of the safety and success of our youth are shared among the neighborhoods, parents, and other community partners.

Focus Area 2: INTERVENTION

Intervention strategies are also essential to a comprehensive gang prevention model. Statistically, the typical age of a young person who joins gangs is between the ages of 11-13. Young people are lured into gangs by those who seem to engage in their lives, care about them and tell them, “I've got your back.” Another indicator of future gang involvement is whether or not at-risk youth have gang-involved family members, thereby creating an on-going familial gang culture as a basic part of their everyday life.

Intervention focuses on gang involved youth and youth exhibiting signs of potential gang involvement. The basic premise for an effective intervention effort is providing at-risk youth with legitimate alternatives for building social bonds and fulfilling their basic needs such as structure, belonging, personal safety, and support. Practitioners with community credibility mediate neighborhood conflicts, serve isolated families and help youth to self-differentiate from gangs and other negative peer networks. The practice of intervention should include counseling, education and training, and building pro-social skills. It should offer youth a healthy lifestyle alternative as well as a sense of self-worth and self-respect.

Focus Area 3: ENFORCEMENT

An effective enforcement strategy in a comprehensive gang prevention plan is paramount but goes beyond law enforcement activities to more collaborative efforts with community stakeholders and other public sector partners.

Local police entities should coordinate with other law enforcement to enhance the sense of public safety. Overboard suppression can lead to strained community relations, which erodes public trust and the ability of law enforcement to effectively investigate crime.



Focus Area 4: REENTRY

The reintegration of formerly incarcerated and system-involved youth and adults requires coordination of the public sector, community-based organizations, faith-based organizations and other stakeholders and helping them reintegrate into the fabric of the community. An effective gang prevention program is aware of the influence of incarcerated gang members returning to the community. The reintegration of this high risk population into the fabric of the community is absolutely critical. Any effective violence reduction effort must work to reduce recidivism rates through sound rehabilitative programming inside institutions and pre-release transitional planning that segue into post-release case management by credible service providers.



Goals

1. SCHOOL BASED APPROACH

- Increase school based supports and enrichment activities to facilitate student achievement

2. COMMUNITY EMPOWERMENT

- Strengthen community capacity to address gang involvement and create safe neighborhoods

3. WORKFORCE READINESS

- Provide workforce readiness and other positive alternatives for at risk youth

4. REGIONAL ACCOUNTABILITY

- Develop regional collaboration towards enforcement, awareness and evaluation



Strategies

GOAL 1. SCHOOL BASED APPROACH

Increase school based supports and enrichment activities to facilitate student achievement

Strategies:	Focus
<ul style="list-style-type: none"> Increase 3rd grade reading proficiency in underachieving schools 	Prevention
<ul style="list-style-type: none"> Provide preventative drug and health education and character development for all middle school youth 	Prevention
<ul style="list-style-type: none"> Implement comprehensive social and academic supports via the City Year program in underachieving schools 	Prevention
<ul style="list-style-type: none"> Facilitate extracurricular activities with caring adults including service learning, arts, music, technology, and athletic programs 	Prevention
<ul style="list-style-type: none"> Support and expand Men's Leadership Academy 	Prevention, Intervention

GOAL 2. COMMUNITY EMPOWERMENT

Strengthen community capacity to address gang involvement and create safe neighborhoods

Strategies:	Focus
<ul style="list-style-type: none"> Develop and deploy culturally competent family strengthening workshops in conjunction with community partners 	Prevention, Intervention
<ul style="list-style-type: none"> Provide conflict resolution/violence reduction training to community stakeholders and practitioners 	Intervention
<ul style="list-style-type: none"> Support neighborhood watch and problem oriented policing efforts 	Enforcement
<ul style="list-style-type: none"> Initiate campaign to remove illegal firearms and other weapons in high crime areas 	Enforcement
<ul style="list-style-type: none"> Develop a coordinated response and intervention system to incidences of youth and gang violence 	Intervention



GOAL 3. WORKFORCE READINESS

Provide workforce readiness and other positive alternatives for at risk youth

Strategies:	Focus
<ul style="list-style-type: none"> Increase workforce readiness, vocational training and employment opportunities for youth 	Prevention, Intervention, Reentry
<ul style="list-style-type: none"> Develop mentor training program 	Prevention, Intervention, Reentry,
<ul style="list-style-type: none"> Support and expand Ceasefire program including street outreach 	Intervention
<ul style="list-style-type: none"> Develop restorative justice options for juvenile offenders 	Enforcement, Reentry

GOAL 4. REGIONAL ACCOUNTABILITY

Develop regional collaboration towards enforcement, awareness and evaluation

Strategies:	Focus
<ul style="list-style-type: none"> Develop comprehensive evaluation tools that include current data, measurements and outcomes 	Prevention, Intervention, Enforcement, Reentry
<ul style="list-style-type: none"> Establish Policy Board and hold quarterly stakeholder meetings to facilitate inter-agency collaboration 	Enforcement, Reentry
<ul style="list-style-type: none"> Develop and implement a Violence Prevention Summit 	Prevention, Intervention
<ul style="list-style-type: none"> Create website and other tools to educate public and increase community awareness on crime and gang prevention resources 	Enforcement
<ul style="list-style-type: none"> Support pre-release programs designed to assist offenders in preparing for reentry into the community 	Reentry
<ul style="list-style-type: none"> Coordinate a regional strategy with the Sacramento County Probation Department for the reentry of formerly incarcerated youth and young adults 	Enforcement, Reentry



Comprehensive Accountability Model





OFFICE OF THE MAYOR

915 I Street, 5th Floor, Sacramento, CA 95814

916.808.5300

<http://www.cityofsacramento.org/mayor/>