

Meeting Date: 9/15/2015

Report Type: Staff/Discussion

Report ID: 2015-00810

Title: Gang Prevention & Intervention Task Force Update

Location: Citywide

Recommendation: Pass a Resolution 1) establishing the FY2016 Gang Prevention and Intervention Task Force MYOP (I80020400); 2) authorizing the City Manager to transfer \$1 million in Measure U Funds (Fund 2401) from the FY2016 Police Measure U MYOP (I80110400) to I80020400 and establish the appropriate labor reimbursements; and 3) adding a 1.0 full-time equivalent (FTE) Program Specialist position funded by I80020400 to the City Manager's Office to support the program.

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Presenter: Howard Chan, Assistant City Manager, (916) 808-7488, Office of the City Manager;
John Silva, Independent Budget Analyst, (916) 808-4743, Office of the Independent Analyst

Department: City Manager

Division: Executive Office

Dept ID:

Attachments:

1-Description/Analysis

2-Background

3-Attachment 1 (Policy Board)

4-Attachment 2 (Implementation Partners)

5-Attachment 3 (Strategic Goals)

6-Resolution

City Attorney Review

Approved as to Form

Sheryl Patterson

9/10/2015 4:40:37 PM

Approvals/Acknowledgements

Department Director or Designee: Howard Chan - 9/10/2015 9:04:43 AM

Description/Analysis

Issue Detail: On December 16, 2015, Mayor Kevin Johnson presented the framework for the Officer Next Door (OND) to the City Council and appointed the Public Safety Ad Hoc Committee to work on the implementation. The Mayor's Officer Next Door (OND) Vision is:

To make Sacramento the safest big city in California and a model of community policing demonstrated by a measureable decrease in crime and a measurable increase in community trust and engagement.

The OND framework consists of four focus areas:

- 1) Training
- 2) Diversity
- 3) Accountability
- 4) Engagement

Within the engagement framework, as part of the FY2015/16 budget the City Council allocated \$1 million dollars towards the Sacramento Gang Prevention and Intervention effort. The budget action by the Council requires that a plan for the reestablishment and expenditure of funds be presented to the City Council within the first 90 days of FY2015/16. This Sacramento Gang Prevention and Intervention Task Force (Task Force) has been reestablished and is comprised of the Policy Committee and Implementation Partners Committee listed in attachment one and two of this report. The staff will work with the Task Force to develop a workplan and allocation of the budgeted funds to implement the Strategic Plan listed in the attachment to this report.

Policy Considerations: Reestablishing the Task Force is consistent with the City's vision to prevent youth crime and gang violence and develop positive alternatives for youth.

Environmental Considerations:

California Environmental Quality Act (CEQA): This report concerns administrative activities that do not constitute a "project" as defined by the CEQA [CEQA Guidelines Section 15378 (b)(2)]

Commission/Committee Action: Since the beginning of FY 2015/16, there have been stakeholder meetings, and interviews and discussions with community members regarding gang intervention. The Policy Committee (see attachment 1 for membership) and the Implementation Partners Committee (IPC) (see attachment 2 for membership) have met to formulate the Strategic Plan to present to the City Council.

Rationale for Recommendation: In 2011, the Mayor formed a Gang Prevention Task Force consisting of city leaders, law enforcement, education, and faith and community leaders. This task force created a strategic plan intended to shift the paradigm toward a comprehensive service approach by multiple entities that would likely be more successful

than enforcement-centered or standalone efforts. The task force ceased meeting more than a year ago.

The FY2015/16 approved Budget includes \$1 million in Measure U Funds in the FY2016 Police Measure U (I80110400) multi-year operating project (MYOP) account for the gang prevention program. As part of the budget discussion related to this allocation, staff was directed to return to Council with a work plan for moving forward. To ensure a citywide approach to gang prevention, this report recommends moving the oversight of this program from the Police Department to the City Manager's Office. Additionally, it is recommended that a 1.0 full-time equivalent (FTE) Program Specialist position funded from the \$1 million be added to the City Manager's Office to support the program and that staff move forward with an asset mapping study.

Financial Considerations: This report recommends the establishment of the FY2016 Gang Prevention Taskforce MYOP (I80020400) and the transfer of the existing \$1 million expenditure budget from the FY2016 Police Measure U MYOP (I80110400) to I80020400. Additionally, to provide administrative support for the program, a 1.0 Program Specialist position is recommended to be added to the City Manager's Office. No additional funding is being requested.

Local Business Enterprise (LBE): Not applicable.

Background

In 2011-2012 the Mayor and City Council invested considerable time and resources developing the *Mayor's Gang Prevention Task Force Strategic Plan 2012-2015* (Strategic Plan). This comprehensive approach was developed with a set of guiding principles that include "meaningful community engagement, collaboration, accountability and incorporating a public health approach to gang prevention."

The Strategic Plan provides an excellent framework for the reestablishment of the Task Force. With the Strategic Plan, it clearly acknowledged that the state of safety is different in each community, necessitating active community outreach and engagement.

Active youth development programs provide an alternative to gang affiliation by engaging in their lives. The Strategic Plan states "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."

Current Activities: Since the beginning of FY 2015-2016, stakeholder meetings, interviews and discussions have been held. The Policy Committee (see attachment 1 for membership) and the Implementation Partners Committee (IPC) (see attachment 2 for membership) have met to review the Strategic Plan and make recommendations for the strategic framework necessary to present to the City Council for adoption.

During stakeholder meetings discussing the reestablishment of the Task Force, a few common themes emerged.

- There is not one agency that is responsible for this citywide effort
- There is a lack of coordination (too many efforts in silos)
- Efforts and collaboration ends when funding ends
- There is no oversight and accountability
- The necessary partners are not at the table

In addition to the Strategic Plan, efforts within the cities of San Francisco, San Jose, Santa Rosa and Fresno were reviewed as models of best practices.

Reestablishment of the Task Force: The Task Force Policy Board met on July 29, 2015, and reviewed the Strategic Plan including the vision statement. As part of their commitment to the Task Force the Policy Board members identified and appointed a member to the IPC. The IPC met on August 13, 2015, and reviewed the Strategic Plan, the vision statement and proposed goals for 2015-2016 and beyond.

The agreed upon Vision Statement:

Sacramento empowers community engagement and collaboration to create collective impact in gang prevention and intervention.

It is the recommendation of the Policy Board and the IPC that the Task Force continue to focus on the four areas as defined by the Strategic Plan

- School Based & Justice Systems Approach
- Community Empowerment
- Workforce Readiness
- Regional Accountability

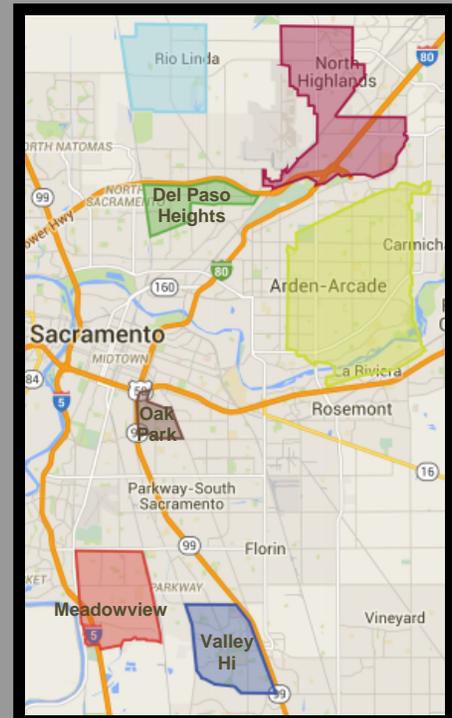
FY 2015/2016 Focus: The outline of activities for 2015-2016 would be as follows:

- Policy Board meets quarterly to set strategic direction
- Implementation Partners Committee (IPC) meets bi-monthly to implement strategic direction
- IPC Subcommittees, structured around four focus areas, meet as needed to identify programmatic and service gaps
- IPC continue Asset Mapping
- Based upon conclusions of asset mapping and identifying gaps in programs and services, IPC makes recommendations to Policy Board
- Use provided funding to address identified gaps through an RFP process. The focus of the RFP will be funding activities that address the gaps identified through the asset mapping.

Focus Neighborhoods: The year one effort will be focused on the following communities:

City of Sacramento	County
• Del Paso Heights	• Rio Linda
• Oak Park	• Arden Arcade
• Meadowview	• North Highlands
• Valley Hi	

Of particular note is the inclusion of communities within the unincorporated county area. Through discussions with Sheriff Jones and other representatives of the County, there was a concern identified that the prior effort was not inclusive enough. The identification of these neighborhoods was reviewed and approved by both the Policy Board and the IPC.



Strategic Objectives and 2015-2016 Goals: Within the frame work of the four objectives, there are initial goals for FY 2015-2016. These are in addition to and in support of the work of the IPC in asset mapping and programs and services gap identification.

- Objective: School Based & Justice Systems Approach
 - Gang prevention curriculum at elementary grade levels
 - Gang prevention curriculum in CBO's and FBO's
 - Gang Prevention curriculum in custody, courts and community schools
- Objective: Community Empowerment
 - Recommit and engage the community leaders and practitioner that were trained and certified in violence reduction and conflict mediation.
 - Connect these same community leaders to gang prevention curriculum
 - Establish community committees
- Objective: Workforce Readiness
 - Create 100-300 paid internships/job training opportunities
- Objective: Regional Accountability
 - Foster collaboration
 - Create a centrally integrated system of resources (i.e. 211)
 - Asset mapping to identify gaps in resources
 -

(The IPC has identified a number of goals for years 2-5 that are identified in attachment 3)

Accountability: The Independent Budget Analyst (IBA) has agreed to work with the IPC to identify a set of metrics based upon the asset mapping and gap analysis. The purpose of these metrics are to give the City Council the framework to review and assess the investment made as well as the activities of the Task Force. The metrics will be incorporated into the RFP that Council will approve.

Coordination: An underlying theme of the discussions and meetings held over the past several months has been focused on coordination and collaboration. The IPC has been tasked with and will be the primary venue to increase collaboration. The IPC is intended to serve as the hub of program and service coordination and collaboration. Not to define what happens, but rather as a venue to enhance activities and partnerships in this effort.

Asset Mapping: In effort to foster accountability, coordination and collaboration, it is necessary to survey what resources are currently available and the service areas of such resources, a process also known as asset mapping. Asset mapping also assists with identifying what resources are needed and where resources are needed. The database of resources developed from asset mapping will be made available to the

public as the core of the centrally integrated system of resources goal of the Regional Accountability objective.

Staffing: To enable this effort, it is proposed that a Program Specialist position within the office of the City Manager be created. This position would have a working title of Director of the Gang Prevention and Intervention Task Force providing the necessary staff leadership for all of the activities. This would include the meetings of the Policy Board, IPC, subcommittee meetings and any other efforts in support of the Task Force's objectives.

FY 2015/2016 Work Plan Framework: The framework for the 2015/2016 work plan would be:

- Continue asset mapping
- Based upon asset mapping, identify program and service gaps
- Issue RFP based upon program and service gaps developed through asset mapping
- Direct Independent Budget Analyst to work with staff, Policy Board Members and IPC members to develop a review and analytic metric for work plan and RFP process
- Implement 2015/2016 Program Goals
- Authorize creation of Director of Gang Prevention Task Force position in the City Manager's Office

Attachment 1
Policy Board Membership

Kevin Johnson
Mayor
City of Sacramento

Rick Jennings, II
Councilmember, Dist.
7
City of Sacramento

Jay Schenirer
Councilmember, Dist.
5
City of Sacramento

John Shirey
City Manager
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Samuel Somers
Police Chief
*City of Sacramento
Police Department*

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

Steven T Webb
President
Sacramento NAACP

**Shannon
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V.P. Programs and
Operations
*Boys and Girls Club
of Greater
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David Gordon
Superintendent
*Sacramento County
Office of Education*

Jose Banda
Superintendent
*Sacramento City
Unified School District*

Sara Noguchi
Assoc. Superintendent
Innovation, Research
and Design
Twin Rivers USD

Cecil Duke
Asst. Superintendent,
Student Services &
Safety
Natomas USD

Christopher Hoffman
Superintendent
Elk Grove USD

Matt Cervantes
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Foundation*

Phil Serna
Supervisor
*County of
Sacramento*

Lee Seale
Chief Probation
Officer
*County of
Sacramento*

Scott Jones
Sheriff
*County of
Sacramento Sheriff's
Department*

**Anne Marie
Schubert**
District Attorney
*County of
Sacramento*

Paulino Durán
Chief Public
Defender
*County of
Sacramento*

Anthony Sadler
Pastor
*Shiloh Baptist
Church*

Michelle Odell
Public Affairs
Director
Kaiser Permanente

Stacy Boulware
Judge
*County of
Sacramento
Superior Court*

Kevin McCormick
Judge
*County of
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Superior Court*

Ann Edwards
Director
*Department of
Human Assistance*

Alice Perez
Executive Director
*Hispanic Chamber
of Commerce*

David Demers
Chief Executive
Officer
*Sacramento
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Conservation Corps*

**Sistah Pat
RoundtreeRivers**
*Area Congregations
Together (ACT)*

Attachment 2
Implementation Partners Committee

PARTNERS

Pastor Ronald Bell
Pastor
Church of God in Christ

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Assistant City Manager
City of Sacramento

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*County of Sacramento, Probation
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Stephanie Hopkins
Human Services Planner
Department of Human Assistance

Cassandra Jennings
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City of Sacramento, Mayor's Office

David Lynch
Asst. Public Defender
County of Sacramento

Greg King
CEO/Founder
Always Knocking

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Gabby Trejo
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SUPPORT STAFF

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Gov't Affairs Coordinator
City of Sacramento, Mayor's Office

Jess Huang
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Dennis Rogers
Chief of Staff
City of Sacramento, District 7

Casanya Ursery
Public Policy Advisor
City of Sacramento, District 7

Attachment 3
Strategic Goals

Year 1 (2015-2016)

OBJECTIVE: School Based Approach

- Gang prevention curriculum at elementary schools
- Gang prevention curriculum in CBOs and FBOs
- Gang prevention curriculum in custody, courts and community schools

OBJECTIVE: Community Empowerment

- Recommit and engage the community leaders and practitioners that were trained and certified in violence reduction and conflict mediation
- Connect these same community leaders to gang prevention curriculum

OBJECTIVE: Workforce Readiness

- Create 300 paid internship opportunities for leadership training
- Create scholarship opportunities
- Create higher education opportunities

OBJECTIVE: Regional Accountability

- Foster collaboration
- Create a centrally integrated system of resources (i.e. 211)
- Asset mapping to identify gaps in resources

Years 2-5 (2016-2020)

OBJECTIVE: School Based Approach

- Provide students with wrap-around services in collaborative approach
- Engaging elementary school students in leadership training
- Engaging middle schools and high schools as a train-the-trainer
- Absenteeism and truancy
- Trauma informed care
- Monitor 3rd grade reading proficiency
- Increase extra-curricular activities with caring adults
- Expand the men's leadership academy
- Multigenerational approach
- Expand curriculum to continuation schools

OBJECTIVE: Community Empowerment

- Create a vision document for the community
- Violence response team
- Intervention workers - community liaisons
- Alternative activities
- Community celebrations
- Positive examples
- City-wide mentoring campaign
- Information fairs to communicate what already exists
- Support and celebrate existing activities and programs
- Develop and deploy culturally competent workshops
- Foster collaboration

OBJECTIVE: Workforce Readiness

- Hiring incentives for employers
- SETA
- Connect internships to career pathways
- Workforce forecasting
- Career-readiness education assessments given early
- Workforce task force
- Certification in place of payment
- Entrepreneurship training
- Collaboration with chambers
- Engaging with trades
- NCCT (felon friendly) program
- Collaboration with mental health
- Restorative justice option for juvenile offenders
- Wrap-around support services (childcare, food, transportation, etc.)

OBJECTIVE: Regional Accountability

- Create quality assurance standards
- Data management to id who is receiving services and how
- System navigation mapping
- Progressive benchmarks
- Governmental accountability
- Community accountability
- Leverage partnerships across agencies

RESOLUTION NO. 2015 -

Adopted by the Sacramento City Council

On date of

APPROVAL FOR FUNDING AND STAFF ALLOCATION FOR THE GANG PREVENTION AND INTERVENTION PROGRAM

BACKGROUND

- A. In 2011, the Mayor formed a Gang Prevention Task Force consisting of city leaders, law enforcement, education, and faith and community leaders. This task force created a strategic plan intended to shift the paradigm toward a comprehensive service approach by multiple entities that would likely be more successful than enforcement-centered or standalone efforts. The task force ceased meeting more than a year ago.
- B. The FY2015/16 approved Budget includes \$1 million in Measure U Funds in the FY2016 Police Measure U (I80110400) multi-year operating project (MYOP) for the gang prevention program. Staff was directed to return to Council with a work plan for moving forward. Working with community members, a Strategic Plan has been developed.
- C. To ensure a citywide approach to gang prevention, oversight of this program is recommended to be moved from the Police Department to the City Manager's Office. A 1.0 full-time equivalent (FTE) Program Specialist position funded from the \$1 million allocation is recommended to be added to the City Manager's Office to support the Task Force and prepare an asset mapping study.

BASED ON THE FACTS SET FORTH IN THE BACKGROUND, THE CITY COUNCIL RESOLVES AS FOLLOWS:

- Section 1. The Gang Prevention and Intervention Task Force MYOP (I80020400) is hereby established.
- Section 2. The City Manager is authorized to transfer \$1 million in Measure U Funds (Fund 2401) from the FY2016 Police Measure U MYOP (I80110400) to I80020400 and establish the appropriate labor reimbursements.
- Section 3. A 1.0 full-time equivalent (FTE) position funded by I80020400 shall be added to the City Manager's Office to support the program.