

## **PROPOSAL FOR THE DEVELOPMENT OF AN INTEGRATED GANG VIOLENCE PREVENTION ACTION PLAN FOR THE COUNTY OF MONTEREY**

**To:** Annette D'Adamo and Nick Chiulos, Intergovernmental & Legislative Affairs Division, County of Monterey

**From:** Vinz Koller, Director of Training and Technical Assistance, SPR

**Date:** January 22, 2013

**Subject:** Proposal and Cost Quote for Consulting Services

### **Overview**

We are pleased to respond to the County of Monterey's request for an action plan that aims to align the county's investments in efforts to reduce gang violence. This action plan is a recommendation in the strategic plan (to be submitted to the Board of Supervisors on February 12, 2013).

To be effective, any youth violence prevention effort requires serious and sustained collaboration among stakeholders and significant involvement by the public at large.

Monterey County's departments and its partner agencies support activities along the continuum of prevention, intervention, suppression, and reentry services. The proposed action plan is designed to address the core challenges departments face in effectively serving their community in order to prevent gang-related violence.

We envision an iterative process that results in a blueprint for a coordinated approach to immediate and sustainable violence prevention efforts by the County of Monterey. The plan will outline the goals, objectives, rationale, and action steps to support the County's violence prevention strategy. It will also capture the timeline for completing each action step, the lead agency responsible for making sure the action step is completed and the cooperating agencies that are critical to completing the action step. Furthermore, as appropriate, it will identify process and outcome indicators that are used to track progress in the implementation of action steps.

The Gang Violence Prevention Action Plan will need to: (1) be cognizant of the characteristics and regional variability of gang violence in Monterey County and geared to address a range of environments where violence occurs; (2) be agile and responsive to a changing environment; (3) contain built-in accountability features to ensure engagement and effectiveness; (4) be guided by evidence-based practices and an evaluation effort that tracks outcomes.

We suggest that the action planning process is launched as soon as this strategic plan is approved. The first step in such a process will be to engage the Gang Violence Prevention Workgroup in a highly facilitated **Gang Violence Prevention Design Lab**. We are proposing a lab approach instead of the typical retreat to emphasize the fact that the stakeholders (members of the Gang Violence Prevention Workgroup and other key invitees) are going to be asked to engage in an actual design and re-design process of the gang violence prevention approach in Monterey County.

We propose the use of “design thinking” – as developed by IDEO, the leading design thinking hub near Stanford – because of its potential to transform the way organizations craft strategy, and develop and implement services, and because it is people centered – emphasizing the application of skills and abilities we all have but get overlooked by traditional problem-solving practices.

The Design Lab consists of a two-day launch retreat, bi-monthly half-day evolutionary meetings, and additional interim coaching, as needed.

The major deliverable of the Design Lab will be a Gang Violence Prevention Action Plan, a living document that will guide the work of the Gang Violence Prevention Workgroup.

### ***Proposed Workplan***

#### ***Task 1: Project Start-Up***

*When:* February 15-March 1, 2013

*What:*

- Develop a work plan for the Design Lab.
- Identify & recruit candidates for Monterey County Gang Violence Prevention Workgroup.

*Who:* SPR Team

*Deliverable:* Timeline with activities and responsibilities for the Design Lab process.

#### ***Task 2: Planning***

*When:* March 1-March 22, 2013

*What:*

- Convene the Monterey County Gang Violence Prevention Workgroup.
- Brief Workgroup on purpose and approach of design thinking and the Design Lab.
- Identify top-level outcomes for Design Lab.

*Who:*

- SPR Team
- Monterey County Gang Violence Prevention Workgroup

*Deliverable:*

- Buy-in of Workgroup secured.
- Design Lab participants identified (e.g. Department heads, key program staff)
- Design Lab prep-materials developed.

#### ***Task 3. Gang Violence Prevention Design Lab Two-Day Launch Retreat***

*When:* May 20-21, 2013

*What:* Two-day Gang Violence Prevention Design Lab launch retreat. This retreat is accompanied by a graphic recorder.

- Day 1: Learning & Listening – Sharing current work and success in the field and identifying the Design Challenge(s).
- Day 2: Innovating Change – Addressing the Design Challenge(s) by developing new systems.

- Innovation lab (Observe and understand, Define a point of view, Ideate and brainstorm ideas, Prototype and visualize solutions, and test and iterate to improve.)
- Action planning and key next steps.

*Who:*

- SPRA Team
- Monterey County Gang Violence Prevention Workgroup
- Design Lab participants (est. 40 people)

*Deliverable:*

- Design Challenge(s) identified
- Action Plan to address Challenges outlined – includes action items, direct outcomes, responsibilities, timeline, etc.
- Buy-in of participating staff secured through high level of engagement.
- Champions identified - lead staff in each department responsible for coordinating Action Plan items within and between the Departments.
- Memory Packet created post retreat to support Action Plan Evolutionary Process.
- Graphic Recording of process completed.

#### **Task 4: Action Plan Evolutionary Labs**

*When:* June-December 2013

*What:* Three bi-monthly, half-day meetings

*Who:*

- SPR Team
- Monterey County Gang Violence Prevention Workgroup
- Lab participants

*Deliverable:*

- Educational component – field experts invited to share best-practices.
- Peer review of design and implementation process.
- Action plan updates by workgroup and action teams continuously facilitated
- Outcomes monitored.

Results from these meetings will be presented by SPR or the Gang Violence Prevention Coordinator to the Board of Supervisors on an on-going basis throughout the year.

#### **The Team:**

Consulting services are to be carried out by the SPR's technical assistance team led by Vinz Koller, Director of Training and Technical Assistance. On the project he will be assisted by Sonja Koehler, and Sam McCoy, all experienced in gang violence prevention work and knowledgeable of efforts in this area in Monterey County having just prepared the Strategic Plan for Gang Violence Prevention. Maya Thornell-Sandifor of SPR will act as Organizational Development Specialist for the initiative. Chandra Larsen of SPR will plan and conduct the graphic recording of the group sessions.

SPR is a national leader in the area of evaluation, , management consulting, training and technical assistance of Workforce Development Programs and has deep experience in youth development and in youth and adult reentry strategies.

**Budget**

The budget for this scope of work was developed based on federally approved labor, overhead, and travel rates.

**Cost Breakdown**

	<b>Task</b>	<b>Notes</b>	<b>COST</b>
<b>1</b>	<b>Project Start-Up</b>	Start-up Meeting. Workplan Development.	\$ 4,462
<b>2</b>	<b>Planning</b>	Meetings with Gang Violence Prevention Workgroup.  Retreat planning.	\$ 14,884
<b>3</b>	<b>Design Lab Launch Retreat</b>	Two-day facilitated retreat with graphic recording.  Development of Draft Action Plans	\$ 37,144
<b>4</b>	<b>Action Plan Evolutionary Labs</b>	3-5 action plan evolution follow up meetings.  Finalizing Draft Action Plans	\$ 39,507
	<b>TOTAL</b>		<b>\$ 95,998</b>