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Monterey County Action Plan for Building Safe and Thriving Communities

DRAFT – last revised April 6, 2015

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Introduction

Background on Gang Violence Prevention in Monterey County

Monterey County for years has experienced high rates of gang-related violence, especially among young people. While the City of Salinas remains the area of highest concentration of gang-related violence, gang related shootings and homicides in the south and west regions of the county are on the rise. Regardless of where specific incidences occur, gang violence is a countywide issue. It is estimated that the cost of gang violence is \$207million a year. This includes the direct costs to the community of law enforcement, incarceration, probation, medical services, etc. and some indirect costs, such as lost productivity, long-term effects of trauma. This estimate does not include potential reductions in property values, nor does it include potential loss in economic development opportunities or tourism revenue.

Over the years, numerous collaboratives have been formed with the goal of reducing gang violence. Yet, new flare-ups are common and so far efforts to break the cycle of violence systemically – have not been sustainable over the long term. In response, the Board of Supervisors decided in the spring of 2012 that it would need a new approach and commissioned the development of Strategic Plan for Gang Violence Prevention. The Board approved the plan in May 2013 and subsequently requested the development of an action plan that would take the key findings of the strategic plan and turn them into actionable implementation steps.

Through the Monterey County Gang Violence Prevention (MCGVP) initiative, the County of Monterey will support and connect existing gang violence prevention efforts, leveraging its own investments as well as that of others and seek to align them for maximum impact.

With its declaration that gang violence prevention is a top County priority, with the creation of a dedicated Gang Violence Prevention Coordinator position, and with the formation of an interdepartmental Gang Violence Prevention Work Group, the County has implemented the first two of its five strategies.

EXHIBIT 1: Five Gang Violence Prevention Strategies

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|-------------------|---|
| Strategy 1 | Declare gang violence prevention a top County priority. |
| Strategy 2 | Create and fund a dedicated Gang Violence Prevention Coordinator position and convene an interdepartmental Gang Violence Prevention Work Group. |
| Strategy 3 | Engage all relevant County departments in an integrated action planning process. |
| Strategy 4 | Design and launch a countywide public health campaign to reduce youth gang violence. |
| Strategy 5 | Evaluate strategies on an ongoing basis. |

This report is the result of the implementation of Strategy 3, in which the gang violence prevention coordinator, with assistance by contractor Social Policy Research Associates engaged County departments in a yearlong action planning process. The Monterey County Action Plan for Building Safe and Thriving Communities describes the actions necessary to implement Strategies 4 and 5 in addition to other implementation steps that have been identified by community members, local stakeholders, as well as national experts on gang violence prevention. Taking community voice into consideration concerning the narrative in which Monterey County discusses gang violence by acknowledging the complexity of risk factors that may lead youth to gang involvement, the resulting Action Plan begins to take a strength based approach to build upon existing resources that prove to be effective in making a positive impact in the lives of children, youth and families in Monterey County. It is a shared belief that healthy and safe communities will lead to thriving communities.

Organizing Around the Collective Impact Model for Social Change

The County Board of Supervisors adopted the Collective Impact Model for Social Change as an organizational approach for its gang violence prevention work. Collective impact is particularly suited to initiatives that require coordination and collaboration among many different stakeholders who are looking to achieve a shared goal, though they may have different and complementary individual missions. It has also proven to be effective in addressing extraordinarily complex social problems.

Though this approach is typically used across different organizations in a community, it applies equally to interdepartmental coordination within a large organization, such as a county government. Collective impact requires that the following five conditions be met:

1. *Common Agenda* – groups have a shared vision for change. That means they also have a shared understanding of the problem and its potential solutions.
2. *Shared Measurement* – groups define common data points that are consistently collected and continually monitored for outcomes.
3. *Mutually Reinforcing Activities* – groups have different activities that reinforce and complement each other around the common agenda, and are coordinated around an action plan.
4. *Continuous Communication* – communication between partners and the coordinator is consistent and open, building trust and synergy between groups.
5. *Backbone Infrastructure*– the deep coordination requires dedicated, neutral staff with the right skill set to coordinate and monitor the activities of the group around the action plan. Neutral means the backbone staff work for the shared agenda only, not to move forward an individual agenda (e.g. that of a participating group).

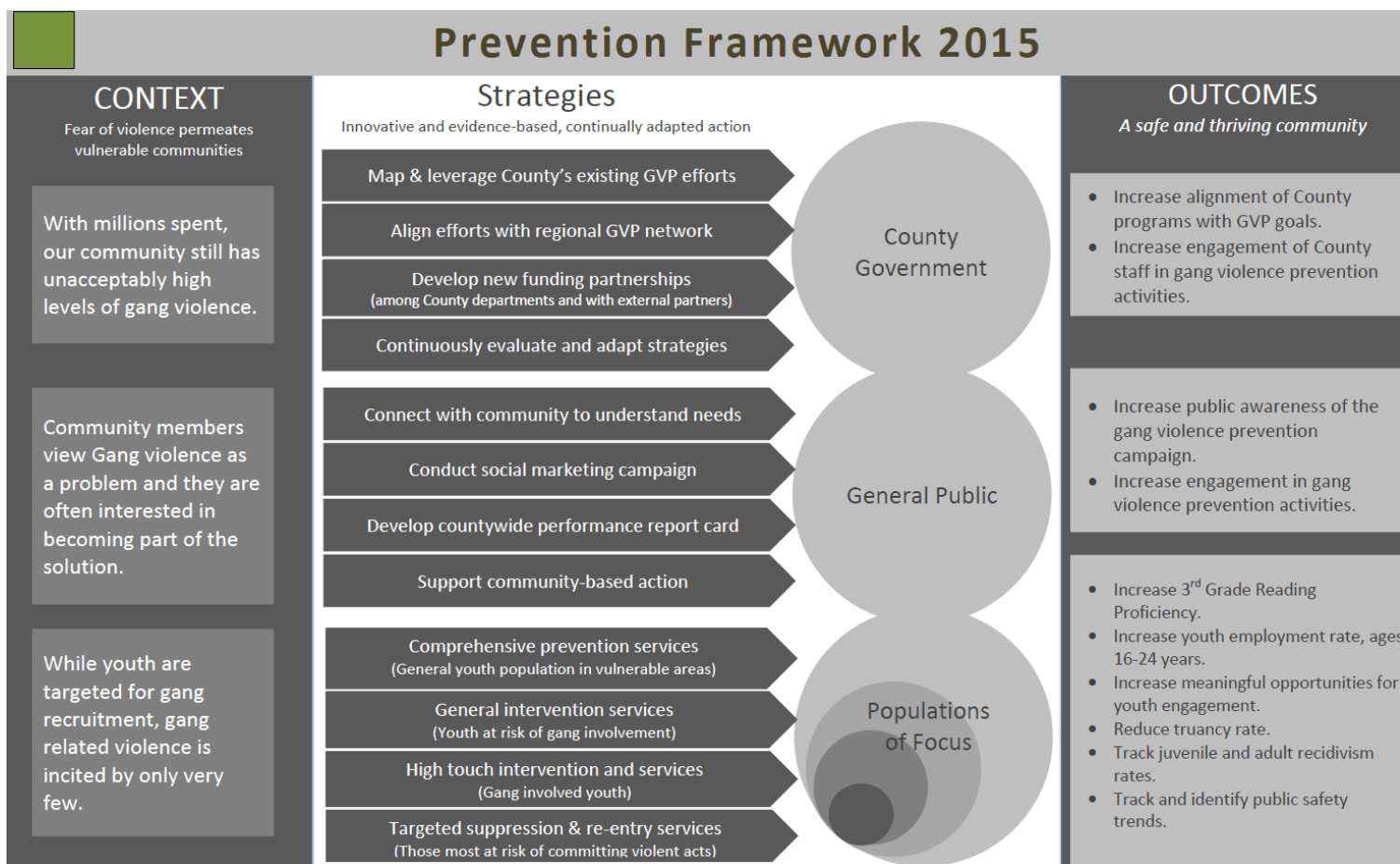
In the case of the Monterey County Gang Violence Prevention Initiative, the backbone infrastructure is made up of an Assistant CAO and a Management Analyst III, an interdepartmental advisory team, an interdepartmental work group. The Management Analyst is considered the primary coordinator of the effort, coordinating the work group, action teams and community partners.

The MCGVP Framework & Action Plan

The Framework: Defining a Common Agenda across the County

The framework defines the common agenda of the MCGVP initiative. It lays the foundation for the action plan, highlighting the current context, a prioritized set of activities aimed at preventing gang violence, and the expected outcomes of those interventions.

Exhibit 3: The Monterey County Gang Violence Prevention Framework



The Action Plan

The action plan will guide the work of the coordinator and the advisory team. The countywide interdepartmental work group and several action teams have worked through design labs and subsequent work sessions to identify and develop priority areas of work for the short- and long-term. Specific interventions have been selected from innovative and evidence-based practices from other gang violence reduction initiatives around the country, vetted by national experts, County staff and the technical assistance team.

The coordinator's role is to manage implementation of the action plan by:

1. Identifying and engaging required resources:
 - a. Supporting the collaborative efforts of key internal and external partners,
 - b. Understanding technical assistance needs,
 - c. Developing a budget and funding plan.
2. Developing and monitoring progress, and making recommendations to the Advisory Team for changes to the Action Plan and ultimately, the MCGVP Framework, based on measured results.

The action plan is a living document that will be updated and modified frequently as the realities on the ground necessitate. In order to monitor and adapt the action plan, the coordinator in collaboration with the advisory team will prepare quarterly reports that document the implementation work and synthesizes performance evaluation data to track the effect of the programmatic and systems changes.

In this framework, interventions are organized by the particular group they target: County Government, General Public, and Vulnerable (Youth) Populations. They are each described in turn below.

Focus Area 1. County Government

In the focus area of county government, the goal is to have efficient, effective and equitable decision-making and resource distribution within the County government, based on a common agenda that leads to the desired change.

County Government is already investing significant resources in gang violence prevention in numerous programs (as many as 120 of them). Yet it is not apparent that those efforts are mutually beneficial or aligned with each other. Nor are they evaluated against a common set of criteria that help determine whether they are having a positive impact on the bottom line. To improve strategic impact, under this action plan, the County will map and analyze its existing programs and leverage those that are having a positive impact and shift away resources from those that do not. In addition, the county will assess its role and potential for shared action with regional GVP partners, such as CASP, 4C4P, BHC and the Blue Ribbon Task Force. Additional regional GVP partners are the Marina Teen Center, North County Community Alliance, Pajaro Valley Schools and School Climate Leadership Team (PBIS). Additional regional GVP partners may be identified and engaged in the regional approaches. Furthermore, the County will identify and pursue

additional external funding to support new programming in the high priority areas. Finally, the County will develop a set of shared measures and identify continuously evaluate its efforts, both internally and through an independent third-party evaluator. Intervention efforts will be adjusted on an ongoing basis based on evaluation results.

EXHIBIT 4: Interventions and Activities for County Government

1. County Government	
Intervention	Activity
A. Institutionalize the collective impact model across County departments.	<ul style="list-style-type: none"> i. Anchor and coordinate County activities around the Framework (i.e. backbone infrastructure). ii. Identify goals and priorities for relevant cross-agency collaboration opportunities (i.e. mutually reinforcing activities). iii. Identify and track a set of indicators for each department (i.e. shared measurement system). iv. Engage staff throughout the ranks in gang prevention activities (i.e. continuous communication). v. Develop new funding mechanisms and cross agency grant opportunities.
B. Map and leverage County’s GVP assets.	<ul style="list-style-type: none"> i. Survey and analyze the strengths, gaps, and overlaps in resources (i.e. inventory and network analysis). ii. Identify gaps and overlaps in programming, within and between the spectrum of prevention, intervention, enforcement and re-entry. iii. Strategically align resources around the Framework and collective impact, clearly linking activities to outcomes. iv. Identify and leverage current best practices (e.g. multi-disciplinary teams, cross-referrals, wraparound services, etc.). v. Identify and remediate challenges to collaboration (e.g. policies, practices). vi. Develop and track MCGVP budget.
C. Align efforts with regional GVP network.	<ul style="list-style-type: none"> i. Identify key partners in community (e.g. CASP, 4C4P, Blue Ribbon, etc.). ii. Identify and act on strategic points for partnership (e.g. programming, fund development, etc.).
D. Continuously evaluate and adapt strategies.	<ul style="list-style-type: none"> i. Research and apply best practices for collaboration, services provision, GVP, etc. ii. Implement summative and developmental evaluation process. iii. Develop a common, consistent data tracking system across departments. iv. Track & analyze data regularly and rigorously. vi. Assess and adapt Strategy, Framework and Action Plan as needed, making data-driven, impact-based decisions.

Focus Area 2. General Public

In communities where high levels of gang violence have become frequent, it is easy for community members to lose faith in their ability to break the cycle of violence. The goal of a public health approach is to restore a community’s innate resilience to reduce violence the same way an organism heals an infection. The County will conduct regular community meetings, in small town hall forum settings and survey individuals and groups to gather all the necessary information that will help us launch a community based social marketing

campaign as one step on the path towards restoring community response and engagement. The campaign is focused on changing the narrative and public’s perception of gang violence and increase awareness in the impact one might have in their family and social nucleus, neighborhood and community by changing their own behavior and taking back the power to influence the behavior of others in the same way a commercial product campaign tries to influence consumer behavior.

The community voice includes youth, parents, educators, leaders of businesses and of community based and faith-based organizations, as well as leaders of the arts.

EXHIBIT 5: Interventions and Activities for the General Public

2. General Public	
Intervention	Activity
A. Connect with community to understand needs.	<ul style="list-style-type: none"> i. Engage with key groups (e.g. schools, youth, parents, business, community based organizations, faith based organizations, cultural, etc.). ii. Understand external pressures that drive gang-related activity in region. iii. Identify endemic trends that affect patterns of gang-related violent activity. iv. Map and track both endemic and external trends.
B. Launch countywide social marketing campaign.	<ul style="list-style-type: none"> i. Conduct market research to identify behaviors, barrier and benefits. ii. Develop campaign strategy. v. Launch campaign in pilot community.
C. Develop countywide performance report card.	<ul style="list-style-type: none"> i. Identify countywide and/or regional data points to track. ii. Design report card interface. iii. Integrate report card/dashboard into campaign and county programming.
D. Support community-based action.	<ul style="list-style-type: none"> i. Identify high-impact activities individuals can take to prevent violence. ii. Connect community members with resources to increase engagement. iii. Align efforts with community-based groups.

Focus Area 3. Vulnerable Populations

Youth ages 10-24 are considerably the targeted population for gang recruitment and while only a small number of youth become full-fledged gang members and an even smaller number become violent, acts of crime and violence are visibly high in most Monterey County communities. A core aspect of treating vulnerable populations includes identifying those who fall into these two vulnerable populations, those at risk of gang involvement and those who are susceptible of committing violent crimes, and providing them with strong incentives to reject the pressures that have placed them there and instead providing them with alternative opportunities that allow them to lead safe and productive lives. Under this focus area, four sub-populations represent youth with progressively more risk factors and needing progressively more intensive support systems to increase their resilience. Corresponding programs and services (treatments) fall into three categories:

- *Primary or universal treatments* geared for an entire population to build resiliency to the pressures of gangs and resist negative behaviors.
- *Secondary or selective treatments* geared at specific groups displaying relevant risk factors.
- *Tertiary or targeted treatments* geared at individuals who have already demonstrated a propensity towards violence and would benefit most from remedial intervention supports.

These three public health treatment categories correspond with the spectrum described by the Office of Juvenile Justice and Delinquency Program (OJJDP) with the Comprehensive Gang Model that is widely used across County departments. The Strategic Plan approved by the Board of Supervisors in May 2013 identified consensus by community partners and key stakeholders that there is a shared understanding that success in reducing gang violence requires a holistic approach, evidence-based practices, and a common framework – the Comprehensive Gang Model developed by the OJJDP. Its range from primary and secondary prevention to intervention, enforcement (i.e. suppression), and reentry is critical as it allows for a holistic approach to the complexity of gangs and gang violence. Additionally, the National Forum on Youth Violence Prevention’s Strategic Planning Toolkit for Communities (2012) recommends a multi-disciplinary approach implementing a combination of **prevention, intervention, enforcement, and reentry strategies.**

EXHIBIT 6: Interventions and Activities for Vulnerable Populations

3. Vulnerable Populations	
Intervention	Activity
A. Youth in Vulnerable Areas: Provide comprehensive prevention services.	<ul style="list-style-type: none"> i. Identify general youth population in vulnerable areas using available data. ii. Identify type of treatment with appropriate social and support services, for children, youth, and families. iii. Enhance and/or launch new programming.
B. Youth At Risk of Gang Involvement: Provide general Intervention services.	<ul style="list-style-type: none"> i. Identify youth at risk of gang involvement using available data. ii. Identify type of treatment designed to make positive, pro-social choices. iii. Enhance and/or launch new programming.
C. Gang Involved Youth: Provide high-touch intervention services.	<ul style="list-style-type: none"> i. Identify youth involved in gangs using available data. ii. Identify type of treatments that are comprehensive and long-term. iii. Enhance and/or launch new programming.
D. Youth At Risk of Committing Violence: Provide targeted suppression and re-entry services.	<ul style="list-style-type: none"> i. Identify youth most at risk at committing a violent act using available data. ii. Identify type of treatment that will stop the next, most likely act of violence (e.g. retaliation), and ensure re-integration into the community. iii. Enhance and/or launch new programming.

Organizational Structure and Roles

According to the collective impact model for social change, a key ingredient to success is a strong and agile backbone infrastructure. The backbone inspires deep, cross-agency and community engagement through continuous communication and coordination, while sustaining forward momentum in an initiative as daunting as gang violence prevention. The organizational structure of MCGVP includes the backbone infrastructure, the interdepartmental work group, and the greater community, as seen in Exhibit 7.

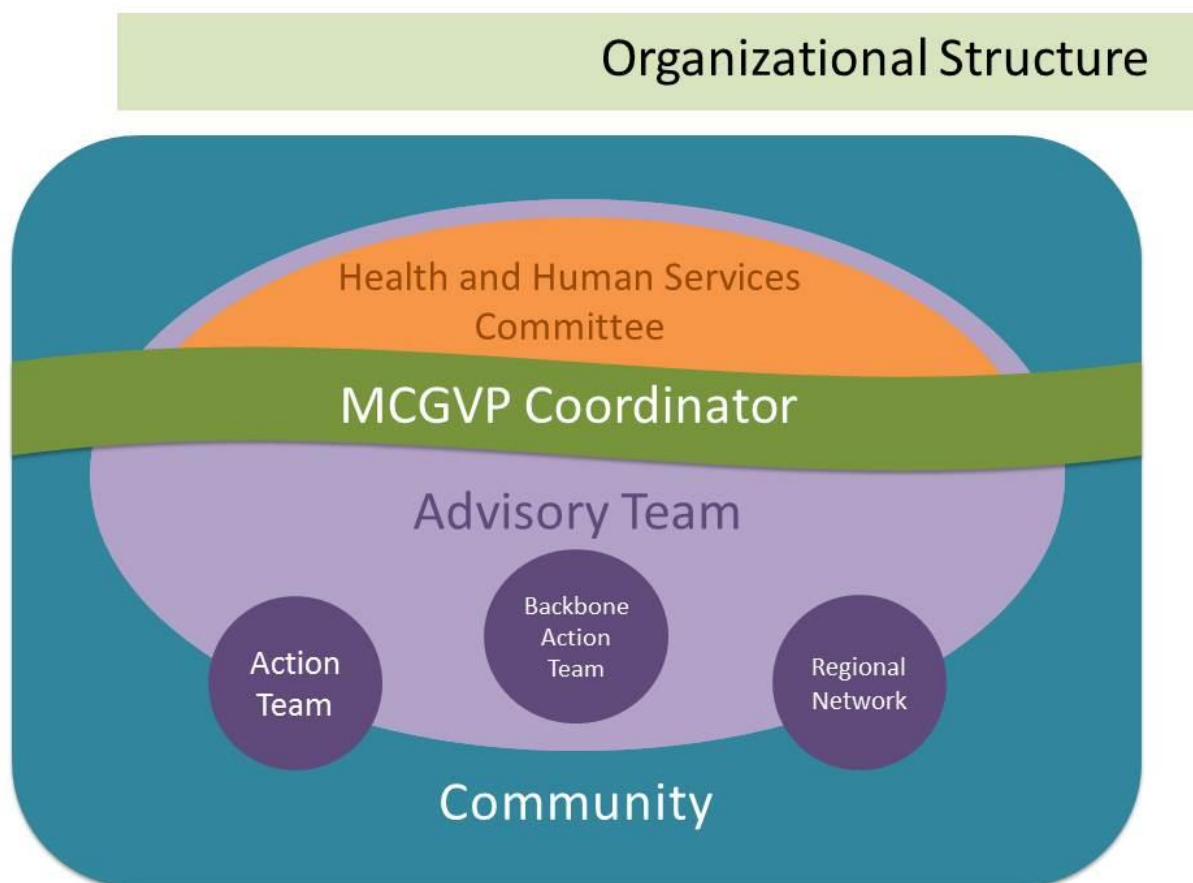


EXHIBIT 7: The Monterey County Gang Violence Prevention Organizational Structure

For the MCGVP initiative, the backbone infrastructure consists of the staff in the CAO's office that are dedicated to this effort, the Gang Violence Prevention Coordinator (a 1 FTE Management Analyst III) and an Assistant CAO (0.3 FTE), who are supported by an Advisory Team. The primary joint responsibility of the backbone is to coordinate the work of the interdepartmental Gang Violence Prevention work group and action teams.

The backbone role typically shifts over the lifecycle of an initiative. While initially it is more focused on managing the development and dissemination of a collective vision for the initiative, over time implementation and accountability concerns become paramount. Throughout the lifecycle, the backbone ensures that activities are well coordinated and that all stakeholders convene both broadly across the whole initiative and in a targeted way on specific objectives and problems to be solved.

The most crucial element of the backbone infrastructure is the central coordinating body. As such, it demands a unique, broad combination of skills and characteristics, as depicted in Exhibit 8, with an emphasis on visionary, highly organized and oriented around results, and a relationship builder across difference. In MCGVP, the coordinating body is the Assistant CAO and the Management Analyst III.

EXHIBIT 8: Common Characteristics of Effective Backbone Leadership¹

Visionary	“In addition to setting the agenda items, she has a very clear vision of where we need to focus and has the ability to drive focus towards those.”
Results-Oriented	“This is a really results-oriented staff, and they are constantly pushing the community and all of us to not just talk about something, but to act on it.”
Relationship Builder	“[Her] style is a collaborator, consensus builder, she works very well with partners. We do a good job with making everyone feel like they’re important.”
Focused & Adaptive	“[There is a] combination of laser focus, a willingness to listen to almost any idea, [and an ability to] cut to the chase and not act on every idea. They are so focused on being sure that whatever is done is focused on the end goal.”
Charismatic & Influential	“[She] is extraordinarily articulate and passionate about her work and she is a true leader in the field.”
Politic	“Probably a little political savvy, and more of an ability to filter what they say than I have. [He] understands when to listen.”
Humble	“[He] sees himself as a ‘servant-leader’.”

The Management Analyst is considered the primary coordinator of the initiative, supervised by the Assistant CAO. It is the responsibility of the coordinator – with support of the entire backbone infrastructure – to implement the action plan through two major tracks:

1. Engaging required resources:
 - a. Understanding the environment and best practices in the field,
 - b. Supporting the collaborative efforts of key internal and external partners,
 - c. Identifying technical assistance needs,
 - d. Developing a budget and creative funding plan.
2. Setting and monitoring progress:
 - a. Inspiring engagement across disciplines,

- b. Developing and tracking priorities,
- c. Analyzing data from selected indicators,
- d. Reporting to and making recommendations to the Advisory Team on the Action Plan and ultimately, the MCGVP Framework.

The advisory team ensures the fidelity of the action plan to the framework, and the framework to the strategic plan, and must approve changes made to all three. The advisory team consists of top leaders of key County departments and agencies that ensure a diversity of viewpoints.

Exhibit 9 provides the current make up of the backbone infrastructure. Details on the roles and responsibilities of each element of the backbone are described below (Exhibit 10).

EXHIBIT 9: Members of the Backbone Infrastructure

Backbone Element	Name & Title	
Coordination	Manny Gonzalez, (Assistant CAO – County Administration)	Rosemary Soto, Coordinator, (Management Analyst III – County Administration)
Health and Human Services Committee	Fernando Armenta, Supervisor - District 1	Jane Parker, Supervisor - District 4
Advisory Team	Jayanti Addleman, Director – Free Libraries	Ray Bullick, Director – Health Department
	– Behavioral Health	Dean Flippo, District Attorney
	Stephen Bernal, Sheriff	Marcia Parsons, Chief Officer – Probation
	Elliot Robinson, Director – Social Services	David Spaur, Director – Economic Development
	Dr. Gary Gray, Interim CEO – Natividad Medical Center	Jim Egar – Public Defender
Backbone Team (Interdepartmental Workgroup)	Krista Hanni – Health Department	Linda McGlone– Health Department
	Daniel Bach– Social Services	Diana Rosenthal, District Attorney
	Joyce Aldrich - WIB	Bob Reyes – Probation
	Jim Egar – Public Defender	
Regional Network	Jose Arreola, CASP	Andrea Manzo, Building Healthy Communities
	Rene Mendez, 4 Cities 4 Peace.	Vick Myers, Police Chief Theresa Zamora, GVP Coordinator, City of Seaside

The work group contains consistent representation from all relevant partners, such as allocated department managers, line staff, subject matter experts, community members and youth. The members of the Workgroup form action teams around specific collective impact conditions and other

core objectives of the initiative. Action teams are built around specific expertise both internal and external to the County family.

For example, the shared measurements system action team supports the development of indicators, and guides the implementation of collecting, tracking and analyzing data consistently around those indicators.

EXHIBIT 10: Roles and Responsibilities of MCGVP Organizational Structure

Element	Role	Characteristics	Frequency
Coordinator	<ul style="list-style-type: none"> • Coordinate and convene Advisory Team, Work Group and Action Teams • Support interdepartmental collaboration around the Framework • Review programs and policies • Connect with regional network and community partners • Facilitate priority setting within Action Plan and track progress • Make recommendations to Advisory Team for changes to Framework and/or Action Plan • Develop funding opportunities 	<ul style="list-style-type: none"> • Visionary • Highly organized • Results oriented • Relationship builder 	Ongoing
Advisory Team	<ul style="list-style-type: none"> • Advise on plans and implementation reviews • Serve as focus group for policy and program ideas and proposals • Ensure a diversity of viewpoints • Provide linkages to key departments and initiatives • Endorses Framework and Action Plan and enforces fidelity • Approves changes to the Framework 	<ul style="list-style-type: none"> • Director-level • Expertise • Highly familiar with Action Plan • Able to mobilize resources • Framework-centered 	Years 1-2: Monthly Years 3+: Quarterly
Work Group	<ul style="list-style-type: none"> • Develop program and policy proposals • Further broaden viewpoints • Serve as innovation laboratory • Anchor initiative and campaign elements in the County Family • Serve as sounding board and antennae 	<ul style="list-style-type: none"> • Interdepartmental • Creative • Informed • Able to mobilize resources 	As needed
Action Teams	<ul style="list-style-type: none"> • Carry out work for each activity according to current needs • Interface with outside experts as needed 	<ul style="list-style-type: none"> • Nimble • Task specific • Easily assembled and disassembled 	As needed

Community	<ul style="list-style-type: none"> • Participate in countywide campaign or action teams • Take personal responsibility to change behaviors and tolerance to violence • Hold Board of Supervisors accountable to priority of preventing gang violence 	<ul style="list-style-type: none"> • Diverse • Committed 	Ongoing
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Consistent and open communications is needed across the many agencies to build trust, assure strategic alignment and foster sustained momentum. Open communication also provides an ongoing feedback loop that informs the decisions and actions of the backbone infrastructure. Communication occurs in many forms, including at in-person during meetings, via e-mails, conference calls, blogs, and e-newsletters. The communication format follows the function of the desired act of communication. The coordinator guides the flow of information to stakeholders, and stakeholders commit to also share information ‘upstream’, as well as providing necessary feedback to the coordinator.

Communication should inspire engagement, provide relevant information and resources, provide a forum for collective problem solving, solicit feedback, and highlight success. It builds trust among stakeholders and supports an environment that fosters positive change.

Monitoring Progress and Calibrating Action

Measuring Progress

The general public is likely only aware of a single indicator when it comes to gang violence – and that is the number of people who have died from it in a given year. Yet, gang violence prevention is a complex issue, and tracking whether we are making progress in curbing it will require a more fine-grained view.

For the purpose of measuring progress in the implementation of this gang violence prevention plan, a broad set of indicators was considered and in the fall of 2014, a workgroup was formed to narrow down the number of indicators group of core indicators for each target group has been developed, as shown below. In addition, any number of process measures may be selected to facilitate the tracking of implementation progress by the coordinator and/or the backbone.

EXHIBIT 11: How Progress Is Measured within Focus Areas

Target Group	Measure
A. County Government	<ul style="list-style-type: none"> • Increase alignment of County programs with GVP goals. • Increase engagement of County staff in gang violence prevention activities.

B. General Public	<ul style="list-style-type: none"> • Increase public awareness the gang violence prevention campaign. • Increase engagement in gang violence prevention activities.
C. Vulnerable Populations	<ul style="list-style-type: none"> • 3rd Grade Reading Proficiency • Youth Employment Rate • Youth Meaningful Opportunities Participation Rate • High School Truancy Rate • Track Juvenile and Adult Recidivism Rates • Identify and Track Public Safety Trends: Part One Crime Rates (Tracking County-wide Trends) defined as: Aggravated Assault, Forcible Rape, Homicide, Motor Vehicle Theft, Robberies, Larceny, Arson.

EXHIBIT 10: Populations indicators detail

The key indicators of the initiative were selected through an extensive and detailed process of; considering community input; consideration of current practices by County operated programs and the ability to evaluate the impact and effectiveness of existing programs; the ability to influence policy, structural and systemic changes; the ability to identify trends that impact community safety; the ability fill needs and gaps to better address root causes that lead youth to gang involvement and gang violence as victim and/or offender.

The indicators for the initiative have been selected based on the following criteria;

- Relevance to the goal of the Monterey County Gang Violence Prevention Initiative – to create opportunities for building safe and thriving communities by addressing contributing risk factors that lead to gang violence,
- The availability of reliable and consistent data sources that are directly tied to the indicator,
- Indicators that allow us to determine reasonable timeframe expectation for the indicator’s impact, whether it be short term or long term outcomes,
- Indicators that are specific and precise enough to determine an outcome’s attribution to the strategies used.

All indicators will have a sub-focus on the impact of racial equity, access to health care and poverty. As data for the indicators is collected and analyzed, additional focus will be placed on identifying trends in demographics as it relates to each of the indicators. The process for identifying areas of the County programs that show effectiveness and long term impact will allow for the opportunity to make data driven recommendations and decisions. More importantly, the selected indicators create opportunities for better and more fact based assessments of County operated systems that may be in need of structural and/or policy changes for the purpose of maximizing community impact with limited or existing resources. Such assessments will support the initiative’s effort to address racial and ethnic

disparities across all systems, most particularly the justice and education systems and ensure that programs are culturally relevant to the populations we serve.

Indicators		Data Sources	Populations of Focus	Spectrum of Prevention
3 rd Grade Reading Proficiency	In 2013, only 33% of 3rd grade children were reading at 3rd grade level.	Monterey County Free Libraries, Monterey County Schools, ECDI	Children, Parents	Prevention
Youth Employment Rate	Youth in Monterey County ages 16-19 have an average unemployment rate of 27.6%; and youth ages 20-24 have an average unemployment rate of 14%.	Monterey County employment data, Census, Bureau of Labor	Youth and Adults (16-24)	Prevention
Youth Meaningful Opportunities Participation Rate	In school years 2008-2010, 32% percent of Monterey County students reported a high level of opportunities for meaningful engagement. (*in 2012-2013 that percentage dropped to 12%)	California Healthy Kids Survey, MCOE Student Services - School District Data	Youth (elementary, middle and high school)	Prevention
Truancy Rate	In FY 2010-2011, 29% of truant students referred to the DA Truancy Abatement Program required further intervention through the Monterey County Truancy Court.	Monterey County Schools, California Department of Education, DA's Office Truancy Program	Youth (ages 6-18)	Intervention
Track Juvenile and Adult Recidivism Rates	<i>Adult recidivism rates will be tracked by three existing cohorts: 1170(h) (local prison sentences), PRCS (post realignment) and CDCR (prison release). Youth recidivism rates will be tracked according to Silver Star Resource Center and Juvenile Hall.</i>	Department of Justice, local law enforcement agencies	Youth and Adults (ages 14-24)	Intervention/ Reentry
Identify Public Safety Trends: County-wide Part One Crime Trends	<i>Part One crimes will be tracked and measured for trends throughout the County. Part One crimes are: Aggravated Assault, Forcible Rape, Homicide, Motor Vehicle Theft, Robberies, Larceny, Arson</i>	Department of Justice Uniform Crime Reporting, local law enforcement agencies,	Youth and Adults (ages 14-24)	Suppression
Identify Public Safety Trends: Homicide Rate	Monterey County ranked #1 in the state of California for highest homicide rate per capita in 2009, 2010 and 2012 and ranked #2 in 2011. In 2012, 88% of youth homicides were gang-related.	Monterey County Sheriff Coroner, Violence Policy Center	Youth (ages 10-24)	Suppression

A preliminary mapping of County operated programs and their linkage to the indicators that the Action Plan’s strategies will impact has been drafted. Further mapping and meta-analysis is needed and will be an ongoing task of the initiative.

Monterey County operated programs listed here are those that have a direct or indirect impact on the MCGVP indicators. Programs have been drawn from the Inventory of County programs.

3 rd Grade Reading Literacy		
Department:	Program:	Linkage to other Collective Impact Initiatives:
Monterey County Free Libraries	<ul style="list-style-type: none"> • Homework Assistance • Literacy Services • Youth Services • Summer Reading • Cultural Events Planning 	<ul style="list-style-type: none"> • ECDI • Bright Futures – Cradle to Career • Literacy Campaign • CASP • All Kids Our Kids • School Climate Change (PBIS)
<p>Data/Methodology:</p> <ul style="list-style-type: none"> • In 2013, only 33% of 3rd grade children living in Monterey County were reading at 3rd grade level. (MCOE) • Methodology in development. <p><i>* According to the National Assessment of Adult Literacy (2003), up to 85 percent of all juveniles who interface with the juvenile court system are functionally illiterate.</i></p> <p><i>Correctional populations report lower educational attainment than do those in the general population. An estimated 40% of State prison inmates, 27% of Federal inmates, 47% of inmates in local jails and 31% of those serving probation sentences had not completed high school or its equivalent while about 18% of the general population failed to attain high school graduation (Bureau of Justice Statistics Special Report 4/15/03 - Education and Corrections Populations).</i></p> <p><i>Illiteracy and crime are closely related. The Department of Justice states, “The link between academic failure and delinquency, violence, and crime is welded to reading failure.” Over 70% of inmates in America’s prisons cannot read above a fourth grade level (www.begintoread.com).</i></p>		

Employment Opportunities		
<p>Department:</p> <p>Economic Development – Office of Employment Training</p>	<p>Program:</p> <ul style="list-style-type: none"> • Summer Youth Employment Program • Silver Star Resource Center • One Stop Career Center • Employment Services AB109 • KickStart 	<p>Linkage to other Collective Impact Initiatives:</p> <ul style="list-style-type: none"> • CASP • Seaside Task Force (Blue Ribbon Panel) • 4C4P
<p>Data/Methodology:</p> <ul style="list-style-type: none"> • Youth in Monterey County ages 16-19 have an average unemployment rate of 27.6%; and youth ages 20-24 have an average unemployment rate of 14%. (Monterey County employment data, Bureau of Labor) • Methodology: Design employment development program that connect youth to mentorship, educational and academic support, life skills development and career pathways opportunities. <p><i>*Youth who are facing challenges such as poverty, homelessness and/or involvement in the juvenile justice system could be better served with multipronged approaches, and one of those prongs includes employment opportunities paired with job skill training and mentorship. (MDRC (2013). Building better Programs for Disconnected Youth. New York: NY: MDRC)</i></p> <p><i>In many, if not most cases youth who are given opportunities at early stages have the propensity to not only complete high school but seek higher education to help fulfill goals they establish as a result of exposure to career fields. (The plummeting Labor Market Fortunes of Teens and Young Adults (Washington: The Brookings Institution)</i></p>		

Youth Opportunities for Meaningful Participation		
<p>Department:</p> <p>Health</p> <p>Social Services</p> <p>Probation</p>	<p>Program:</p> <ul style="list-style-type: none"> • EnLACE Leadership and Civic Engagement Academy • Collaborative for Youth • Silver Star Resource Center • Foster Care • Pathways to Safety • STRYVE – Youth Empowerment Solutions • PBIS – Positive Behavioral Interventions and Supports 	<p>Linkage to other Collective Impact Initiatives:</p> <ul style="list-style-type: none"> • Bright Futures – Cradle to Career • CASP • Seaside Task Force (Blue Ribbon Panel) • 4C4P • All Kids Our Kids • School Climate Change (PBIS)
<p>Data/Methodology:</p> <ul style="list-style-type: none"> • In school years 2008-2010, 32% percent of Monterey County students reported a high level of opportunities for meaningful engagement. • Methodology: Partnerships with schools in support of the School Climate Change (PBIS) to create opportunities for meaningful participation that will extend beyond school into the community. Linking those opportunities with other initiatives such as CSUMB’s Bright Futures to vulnerable populations will be critical in preventing youth from joining gangs. <p>Meaningful Participation is; the involvement of the student in relevant, engaging, and interesting activities with opportunities for responsibility and contribution. (California Healthy Kids Survey CHKS)</p> <ul style="list-style-type: none"> ○ Providing youth with opportunities for meaningful participation is a natural outcome of environments that convey high expectation. ○ Participation, like caring and support, meets a fundamental human need: to have some control and ownership over one’s life. ○ Resilience research documents positive developmental outcomes, including reductions in risk behaviors and increases in academic factors, are associated with youth being given valued responsibilities, planning and decision-making opportunities, and changes to contribute and help others in their home, school, and community environments. <p><i>*Gang-joining prevention efforts should be informed by what is known about risk and protective factors for children of particular ages. There are protective factors, such as academic success, positive connections, and effective parenting, that can help youth who are growing up in high-risk communities. (CDC Changing Course: Preventing Gang Membership)</i></p>		

Truancy		
<p>Department:</p> <p>District Attorney’s Office</p> <p>Probation</p>	<p>Program:</p> <ul style="list-style-type: none"> • Truancy Abatement Program • Truancy Court • Silver Star Resource Center • Children’s Behavioral Health 	<p>Linkage to other Collective Impact Initiatives:</p> <ul style="list-style-type: none"> • Bright Futures – Cradle to Career • CASP • Seaside Task Force (Blue Ribbon Panel) • 4C4P • All Kids Our Kids • School Climate Change (PBIS)
<p>Data/Methodology:</p> <ul style="list-style-type: none"> • Between FY 2009-2010 and 2013-2014, 72% of the truant students referred to the District Attorney’s Truancy Abatement Program improved their attendance and did not require further intervention with the Truancy Court. <p>Methodology:</p> <p>Interventions at the school level: parents receive 3-5 letters from the school, referred to DA’s office during 2nd truancy letter (4 unexcused absences), referred to mediation 3rd (5-6 unexcused absences and they discuss grades too) (schools are involved) , some students may get a follow up meeting with the ADA (depending on amount of absences and issues associated with their truancy), if all interventions have not worked and student fails to go to school then the case is referred to Court. (Referrals to Silver Star Resource Center and the Youth Diversion Program (Seaside) are also made.)</p> <p><i>*A National Center for School Engagement literature review (Heilbrunn, 2007) found that truant students have lower grades, need to repeat grades, drop out of school, are expelled from school, or do not graduate from high school, at higher rates than students with fewer unexcused absences. Truancy is a risk factor for other problems, including substance abuse, delinquency, gang activity, serious criminal behavior (car theft and burglary), and dropping out of school (Baker, Sigmon, and Nugent, 2001).</i></p>		

Recidivism		
Department:	Program:	Linkage to other Collective Impact Initiatives:
<p>District Attorney’s Office</p> <p>Public Defender’s Office</p> <p>Probation</p> <p>Sheriff</p>	<ul style="list-style-type: none"> • Juvenile Hall • Juvenile Hall: In-Custody Programs • Juvenile Offender Community Health Service • Youth Center • Youth Center: In-Custody Programs • Aftercare & Through and Beyond • Adult Investigations • Adult Gang Violence Suppression • Compliance Team • Department of Juvenile Justice (DJJ) Realignment • Domestic Violence • Child Advocate Program • Adult Day Reporting • Transition to Recovery • Adult Field: High Risk Supervision • Adult Field: Medium Risk Supervision • Adult Field: Low Risk Supervision • AB 109: Post Release Community Supervision • AB 109: Mandatory Supervision • Restorative Justice/ Intake Diversion • Field Services: Campus-based Probation Officer Program • Placement/ Placement Intervention Program/ Wraparound Services • Community Schools/ Field Supervision • Day Reporting Center: 	<ul style="list-style-type: none"> • CASP • Seaside Task Force (Blue Ribbon Panel) • 4C4P

	<p>Rancho Cielo</p> <ul style="list-style-type: none"> • Evening Reporting Center: Rancho Cielo • Silver Star Resource Center • Truancy Abatement • Gang Task Force • County Jail programs: Turning Point, Liberties Pride and Choices, Alcoholics Anonymous and Criminon • NMC Trauma Center: CHOICES program 	
<p>Data/Methodology:</p> <p>Methodology: In development. Youth recidivism rates will be tracked according to Silver Star Resource Center, Youth Center and Juvenile Hall. Adult recidivism rates will be tracked by three existing cohorts: 1170(h) (local prison sentences), PRCS (post realignment) and CDCR (prison release).</p> <p><i>*Tracking Youth Recidivism will give the opportunity to assess current practices, programs/services, and policies and help determine whether they (independently or collectively) foster youth development, deterring them from further involvement in the juvenile justice system. (Measuring Recidivism in Juvenile Corrections, OJJDP Journal of Juvenile Justice)</i></p> <p><i>Tracking Adult Recidivism using the public health approach- monitoring trends, evaluating interventions, supporting the dissemination and implementation of evidence-based strategies allows us to identify how our current practices are impacting the likelihood of adults reoffending. (CDC Changing Course: Preventing Gang Membership)</i></p>		

Regular Progress Reporting

The action plan will be translated into a work plan, laying out the scope of work and resources needed to get the job done by describing elements such as:

- Focus areas of framework
- Interventions
- Activities to meet that intervention
- Milestones that indicate progress
- Expected outcome(s)
- Anticipated challenge(s)

- Resources needed for each activity
- Lead and team
- Time frame
- Status notes

Each intervention of the framework will be addressed through a work plan. The coordinator will support the development of the work plan that can be referenced either according to project or by the lead on the project. Tracking the work plans will support monitoring progress on the action plan, and inform reports to the advisory team.

The coordinator will provide an update to the Action Plan on an at least quarterly basis to the advisory team. If necessary on certain projects, updates to work plans will be provided on a monthly basis. Reports will be made using a template, discussing milestones, challenges, resources needed to complete the project, and timeline. Performance measures will be included, if available and relevant, as collected through the evaluation process.

Through the reports, the coordinator will assess progress on the action plan with support from the backbone interdepartmental work group and make any recommendations to change course, if necessary. The advisory team must approve changes to the framework.

Anticipated Challenges

Implementing an initiative that is as comprehensive and high stake as the Monterey County Gang Violence Prevention initiative carries significant risk and does not come without its challenges. Some challenges that are particularly common for this kind of effort include the following:

Establishing data conformity. Clean data collection and consistent tracking are disciplines that often slip when caseloads are large and resources (e.g. data systems and training) are tight.

Allocating resources according to performance and impact. Once evaluation systems are in place, the results might not match expectations. Rigor in allocating resources according to performance and impact might mean long-standing, favored programs will be reduced. This long-term benefit can potentially be disruptive in the short-run.

Challenges of collective action. Systems change takes time, patience and diligence. Establishing easy wins and celebrating intermediate successes can help. So can connecting to a community of learning around collective impact, as many initiatives are in similar fledgling stages. Conveying to staff at all levels the value added to participating in the initiative is key.

Measuring value of collaboration, i.e. measuring the impact of collective impact. Developmental evaluation is a relatively new field in social services, though it is analogous to product development in

the private sector. It also ties in with human centered design, which encourages a quick and repetitive cycle of prototyping and adaptation.

Managing community expectations. Gang violence prevention is urgent, sensitive and complex. The County can only control some of the factors that influence it. Clear indicators of change and a solid community campaign design can help communicate success, even when violence is still present.

Supporting the Backbone and Interdepartmental work groups with sufficient resources. Complex collective impact projects sometimes fail because the backbone does not have access to the resources it needs to lead the effort to success. MCGVP is a big, and comprehensive project – in scope of work and in the kind of talent needed to be successful. The backbone must have access to resources (e.g. decision-making, expertise, technology, technical assistance, interns, flexibility, etc.) in order to succeed.

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