



SOCIAL POLICY RESEARCH
ASSOCIATES

A Strategic Plan for Gang Violence Prevention for Monterey County

Draft

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Executive Summary

Monterey County is a hotbed of violence, primarily between the rival gangs Nuestra Familia and the Mexican Mafia. The County has led the state in youth homicide rate for two years in a row. Violence has spread from the Salinas area to South County and the Monterey Peninsula. The costs of violence go beyond the direct costs such as medical care, suppression and the justice system. Adding the indirect costs, such as lost productivity, human trauma, and lost investments, the estimated annual cost of gang violence in Monterey County totals \$207,000,000.

In the fall of 2012 and at the direction of the Board of Supervisors, the County contracted with Social Policy Research Associates to prepare a Strategic Plan to align the County's investments for maximum effectiveness in reducing gang violence, building on Monterey County's Comprehensive Violence Prevention, Intervention, Suppression, and Reentry Framework of 2009.

This draft Strategic Plan is the product of extensive interviews, a literature review, a compendium of existing services, and a community engagement process. It provides top-level strategies for a comprehensive, holistic approach to reducing violence and provides for an organizational structure for implementation. Insights from the community bring life to these strategies.

Monterey County leaders are well positioned to achieve the systemic change required to have impact on gang violence. The County has:

- An unprecedented commitment to engaging collaboratively – across government departments and with outside agencies – to reduce gang violence.
- Several established inter-agency collaborations – including Community Alliance for Safety and Peace (CASP), Four Cities for Peace (4C4P), and Blue Ribbon Panel – aimed at reducing gang violence.
- Familiarity with nationally recognized violence reduction frameworks (e.g. models by the Office of Juvenile Justice and Delinquency Prevention and the Center for Disease Control and Prevention).
- A community that cares about their youth and their future, and are eager to engage, especially if a framework to do so is provided.

Five interrelated strategies form the core of our recommended Strategic Plan:



What will be different if our proposed Strategic Plan is implemented?

1. Decisive resource allocation and required organizational change will occur, leading to improved outcomes and accountability.
2. Investments will be leveraged. Agencies will be able to accomplish more collaboratively than any of them could accomplish alone.
3. All Monterey County residents will have an opportunity to become active in gang violence prevention.

Gang-related violence has been a reality in Monterey County for over 50 years. It is a complex issue affected by a multitude of factors - many of which are out of the reach of County government. In addition, resources of the County and other local governments are severely constrained.

These constraints further underline the need for internal and external alignment of resources and strategies, as well as collaboration across agencies and jurisdictions that are at the core of this strategic plan.

Background

The County of Monterey requested a strategic plan to align for maximum effectiveness the County's investments in reducing gang violence. This Strategic Plan is the outgrowth of a workshop on gang violence reduction convened by the Board of Supervisors and County Department heads that took place at Laguna Seca on March 30, 2012. At that time, County agencies and department leaders reported on their efforts to reduce gang violence through prevention, intervention, suppression, and reentry services.¹

The County, at the direction of the Board of Supervisors, subsequently contracted Social Policy Research Associates to prepare a Strategic Plan containing a core set of recommendations for improved alignment of Monterey County's gang violence prevention efforts leading to greater impact.

This plan is a product of the following activities:

1. Thirty-five interviews of County Department heads, representatives of key agencies operating in gang violence reduction in the area, and national experts in the field. (A list of interviewees is included as Appendix I.)
2. An extensive literature review of frameworks and best practices in violence prevention and of city and county plans from across the country. (A list of city and County plans is included as Appendix IV.)
3. The authors' experience in strategic planning, gang violence reduction, community engagement, organizational development, and evaluation.

Our interviews made it clear to us that Monterey County boasts a remarkable mix of professionals in key agencies and departments who bring to their mission:

- Extraordinary levels of expertise and competence.
- Willingness and desire to collaborate.
- High level of trust and mutual respect.

The level of willingness to engage on this issue collaboratively across departments is unprecedented. It provides a strong basis for the systemic changes needed to achieve essential objectives, and promises to sustain the partnerships and collaborations necessary for success.

This Plan builds on the most widely respected youth and gang violence reduction frameworks, such as those developed by the Center for Disease Control and Prevention for Striving To Reduce Youth Violence

¹ Meeting Report. publicagendas.co.monterey.ca.us/MG110964/AS110970/AS110971/AI111007/Documents.htm

Everywhere (STRYVE) and by the US Department of Justice’s Office of Juvenile Justice and Delinquency Prevention (OJJDP).

This plan also incorporates findings from previous reports on the subject, such as Monterey County’s Comprehensive Violence Prevention, Intervention, Suppression, and Reentry Framework of 2009², the “Cultivating Peace in Salinas” Framework for Violence Prevention³, as well as the Salinas Comprehensive Strategy for Community-wide Violence Reduction 2010-2012.⁴

A final Strategic Plan to be presented to the Monterey County Board of Supervisors in the spring of 2013 will include findings from the next phase of the project, which involves public meetings to be held in the north, south, and west of the County and in the city of Salinas.

These meetings will promote community awareness, solicit feedback from the general public, and cultivate a sense of ownership of the Strategic Plan.

We will seek a balanced representation of relevant stakeholders at each meeting. Feedback will be analyzed by the project team, vetted by the advisory team, and integrated into the final Strategic Plan for presentation to the Board of Supervisors.

The Cost of Gang Violence in Monterey County

Gang violence has a tremendous impact on Monterey County. Gun violence in Monterey County is primarily gang violence and gang violence is primarily youth violence. In 2009, a spike in homicides in Salinas was entirely gang related. In 2010, Monterey County led the state of California in youth homicide rate for the second year in a row. At 24 per 100,000,⁵ for victims between the ages of 10 and 24 years, the County’s homicide rate is nearly three times that of the state of California and almost 50% higher than Alameda County, which ranks just behind Monterey County in the number of youth homicides.⁶

The Human Toll of Gang Violence

“Nineteen-year-old Devante Nicolas Arias was washing his car in front of a friend’s house last Friday afternoon. How could anything seem more normal for a teenager in America? But then the madness: two men walked up to Devante and shot him in the head. He died at a trauma center shortly afterward.”

From “A Solution to Violence: For Our Future” Spencer Critchley; The Californian

<http://www.thecalifornian.com/article/99999999/NEWS11/399990004/Spencer-Critchley-solution-violence-Our-Future>

² Monterey County’s Comprehensive Violence Prevention, Intervention, Suppression and Reentry Framework. Prepared by Marie Glavin for Monterey County Board of Supervisors. September 24, 2009.

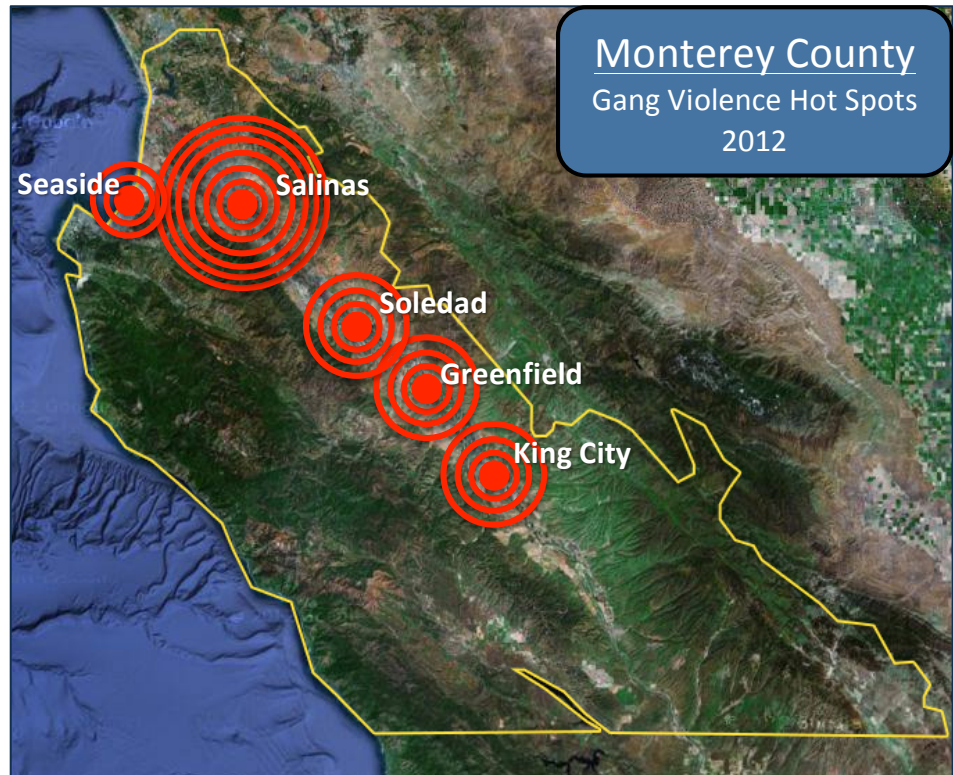
³ Cultivating Peace in Salinas: A Framework for Violence Prevention. Prepared by Prevention Institute for the City of Salinas. June 2001.

⁴ Salinas Comprehensive Strategy for Community-wide Violence Reduction. 2010-2012. Prepared by CASP for the City of Salinas. 2010.

⁵ Ghose, Tia. “Youth Violence Plagues California, but Encouraging Signs Emerging.” *The Modesto Bee*. January 16, 2012.

⁶ Reynolds, Julia. “Monterey County Youth Homicides Top in State,” *The Monterey County Herald*. February 1, 2012.

Gang violence is concentrated in three 'hot spots' in the County: (1) Salinas, which has suffered a chronically high homicide rate; (2) South County, in particular the cities of Soledad, Greenfield, and King City, where gang violence spiked in 2012 to the highest per capita homicide rate in the County; and (3) Seaside, Sand City, and Marina - where according to Seaside Chief of Police Vicki Myers, violent crime has risen between 300% to 350% over the last year.



Gang violence in Monterey County is primarily between the rival gangs Nuestra Familia and the Mexican Mafia. Designated as a High Intensity Gang Area, Monterey County is

CITY	SHOTS FIRED	GUN HOMICIDES
Seaside	28	2
Salinas	118	19
Soledad	14	5
Greenfield	24	4
King City	N/A	4*
County Unincorporated	13**	7
Total***	197	41

* All Homicides
 ** Assaults using a firearm
 *** Other cities in MC not included

home to an estimated 5,000 gang members and has become a microcosm of the larger war that these two gangs have been fighting for generations.

These numbers reveal the heavy price paid in terms of human life, and suggest the kind of emotional trauma families and entire communities suffer from chronic gang violence.

There is also a staggering economic burden. Research on the financial impact of gang violence points to two kinds of economic costs:

1. *Direct Costs.* Direct costs include law enforcement and suppression efforts, prosecution, incarceration, court costs, probation, and the cost of medical services and hospitalization for victims and families.

2. *Indirect Costs.* Indirect costs include lost productivity, long-term effects of trauma in pain and suffering, reduced property values and investment in high crime areas, and loss of tourism revenue due to real and perceived danger.

The Center for American Progress’ recent yearlong study, “*The Economic Benefits of Reducing Violent Crime,*”⁷ estimated the cost of violent crime in eight American cities in terms of direct and indirect costs to government agencies and individuals at nearly \$17.6 billion. Employing the same methodology used in their report – ascribing an average cost to the rate of violent crime – we estimate the *direct cost* of violent crime due to gang violence in Monterey County at approximately \$60 million per year and *indirect cost* of violence at over \$147 million per year for a total cost of \$207 million in gang-violence related costs imposed on government agencies and community residents.

More coordinated and effective prevention, intervention, suppression, and reentry strategies can have a direct, positive long-term financial impact, both in cost savings (by reducing the need for costly law enforcement and incarceration services) and potential revenue (through increased productivity and investments). And, as is described below, our proposed plan strives to increase strategically the impact of every dollar already invested, rather than merely investing more.

\$60,000,000	Est. Direct Costs
+ \$147,000,000	Est. Indirect Costs
\$207,000,000	Est. Annual Cost of Gang Violence in Monterey Co.

A Synthesis of Interviews and Literature

Gang violence is not a new phenomenon in our community: it has exacted heavy economic and social costs for decades. The numerous policies aimed at reducing the violence associated with gangs are also not new. Stakeholders in Monterey County and across the nation have gained experience and know-how on models and methods designed to address this phenomenon. A significant body of evidence points to what works and what does not. Many interview respondents noted, there is no need to “reinvent the wheel.” Even more importantly, key stakeholders in Monterey County have developed 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 Office of Juvenile Justice and Delinquency Prevention (OJJDP),⁸ which involves five steps, provides just that:

1. The community and its leaders acknowledge the youth gang problem.

⁷ Shapiro, Robert and Kevin Hassett. *The Economic Benefits of Reducing Violent Crime: A Case Study of 8 American Cities.* Center for American Progress. June 2012.

⁸ OJJDP Comprehensive Gang Model, Planning for Implementation. Office for Juvenile Justice and Delinquency Prevention. May 2009.

2. The community conducts an assessment of the nature and scope of the youth gang problem, leading to the identification of a target community or communities and population(s).
3. Through a steering committee, the community and its leaders set goals and objectives to address identified problem(s).

4. The steering committee makes available relevant programs, strategies, services, tactics, and procedures consistent with the model's five core strategies:

- a. Community Mobilization
- b. Social Intervention
- c. Opportunities Provision
- d. Suppression
- e. Organizational Change and Development



5. The steering committee evaluates the effectiveness of the response to the gang problem, reassesses the problem, and modifies approaches, as needed.

The core strategies of the Comprehensive Gang Model are either already in place or are proposed for implementation under this plan.

Several collaboratives in the County have been formed over the past few years in which County Department staff participate. These include: the Community Alliance for Safety and Peace (CASP) in Salinas; Four Cities for Peace (4C4P) in South County; Silver Star Resource Center serving the entire County, located in Salinas; and the newly formed Peninsula Regional Violence Narcotics Team (PRVNT) and Blue Ribbon Panel on the Monterey Peninsula. All of these efforts are characterized by an understanding that gang violence is a community-wide problem that needs to be addressed comprehensively.

In addition, the County and the city of Salinas' participation in the California Cities Gang Prevention Network and National Forum on Youth Violence Prevention – a White House initiative with 10 participating cities – have brought statewide, national, and even international attention to gang violence issues in our area. This offers the beneficial effect of attracting technical assistance and some initial funding. It has also introduced local professionals (including County employees) to top experts in the field.

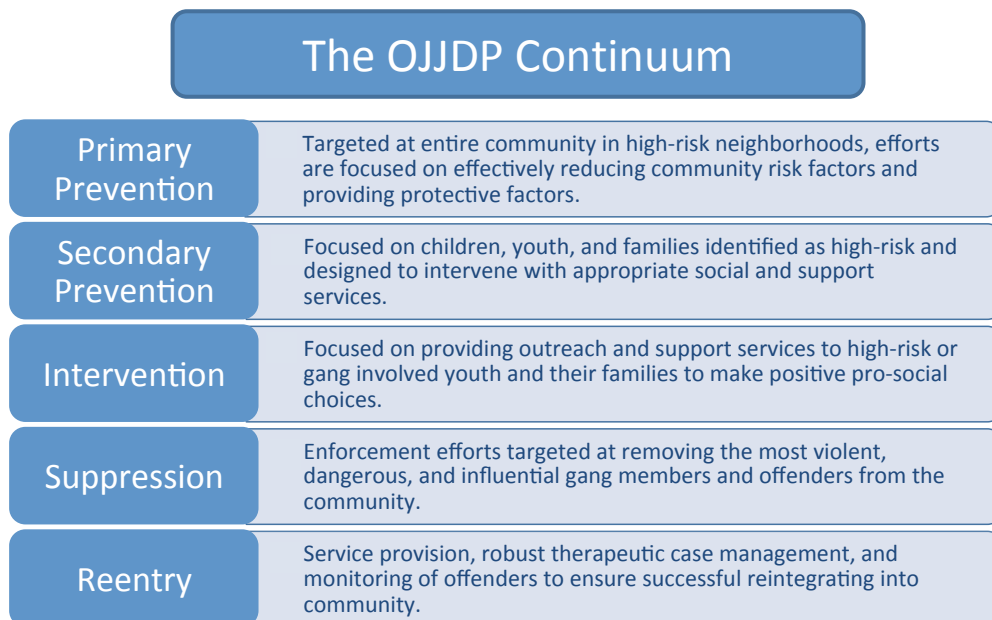
As noted, we reviewed numerous gang violence prevention plans [see Appendix] to learn from their approaches and recommendations. Two plans are particularly relevant to Monterey County:

- **City and County of San Francisco, CA – Violence Prevention Plan 2008-2013.** The City and County of San Francisco launched an action planning process and built an interdisciplinary response structure to address the gang violence issue that provides insight into how such an approach could be adapted for Monterey County.
- **City of Minneapolis, MN - Blueprint for Action – Preventing Youth Violence in Minneapolis.** The City of Minneapolis adopted an approach that views youth violence as a public health problem and implements a comprehensive plan that engages the entire community to address the root causes of youth violence.

Our research and interviews with County Departments and other agencies working on violence reduction revealed a community of service providers, managers, and community members who share a common vision: creating a healthy, vibrant place for youth to grow strong, parents to be supported, and elders to share wisdom – a safe, sound place to live with economic opportunity for everyone.

Current Investments to Reduce Gang Violence

In order to map the current investments made through Monterey County Departments, we used the categories in the Comprehensive Gang Model Continuum: primary prevention, secondary prevention, intervention, suppression, and reentry.⁹



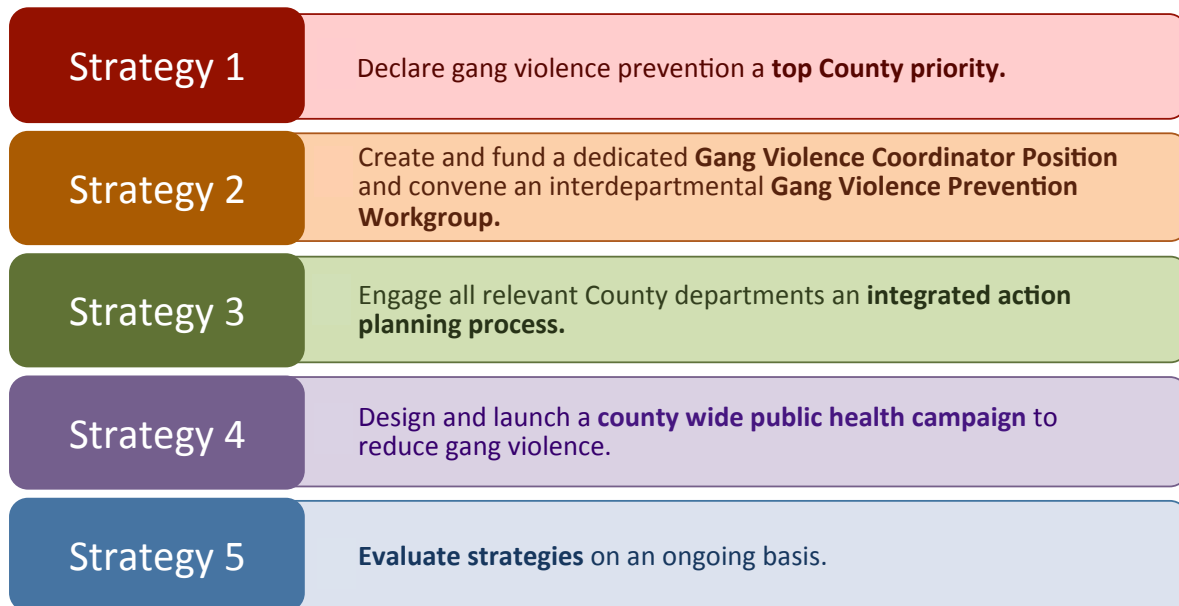
⁹ Office of Juvenile Justice and Delinquency Prevention (OJJDP), *OJJDP Comprehensive Gang Model: Planning for Implementation*, US Department of Justice, Office of Juvenile Justice and Delinquency Prevention, Institute for Intergovernmental Research. 2009.

Based on a basic review of services provided through each Department, the County provides services across the continuum. A table of programs operated by the County of Monterey that directly or indirectly relate to gang violence prevention is in the Appendix. These programs are grouped according to the continuum, based on respondent choice. Some programs may fall into more than one of the points on the continuum. Although many of these programs have an effect on gang violence, determining the exact dollar amount specifically correlated to gang violence reduction can be difficult. The numbers provided represent an estimate by each department; a far deeper analysis than allowable under this assignment is required to come up more confident budget numbers.

Strategies for Aligning Investments

Synthesizing the perspectives of 35 experts and numerous reports on the subject into a coherent set of strategies meant – by necessity – leaving out more than we could keep. It also meant identifying high-level strategies on which there was broad agreement to ensure that they are sustained over time.

We found significant consensus among stakeholders on the following five core strategies, which we further describe below:



1. Declare Gang Violence Prevention as a Top County Priority

The urgency for reducing gang violence is clear. Apart from tragically and prematurely ending young lives, gang violence causes trauma for those that survive, that decreases quality of life and reduces

productivity. It diverts hundreds of millions of dollars from more productive uses, deters economic investment, and discourages tourism. It affects all of Monterey County and its residents, directly and indirectly.

Respondents interviewed for this project indicated that they understand that gang violence prevention is a high priority. Nevertheless, they believed that the Board of Supervisors declaring gang violence prevention a top priority would send an important message, helping them prioritize their work in significant ways.

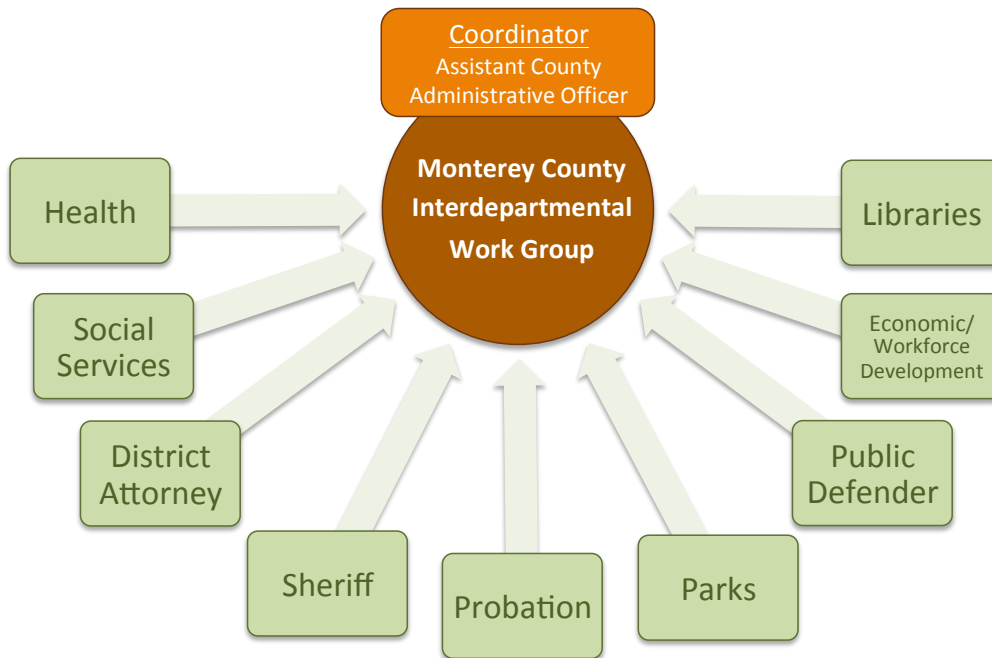
Obviously, gang-related violence is a complex issue affected by a multitude of factors - many of which are out of the reach of County government. For example, while the County cannot affect control of small arms, drug trafficking across borders, or how prison gangs operate; it can help strengthen the resiliency of its residents and the community as a whole by strategically providing proven services to protect or defend communities against these risks.

2. Create and Fund a Dedicated Gang Violence Prevention Coordinator Position and an Interdepartmental Gang Violence Prevention Workgroup

An initiative is only successful if it is well managed from its design phase through its implementation. Because of the complexity of the gang violence issue and the fact that different County departments maintain different kinds of resources and assets that can help address the problem, we recommend that the County create the position (whether through a staff hire or through a consulting contract) of a dedicated County **Gang Violence Prevention Coordinator** and form an Interdepartmental **Gang Violence Prevention Workgroup** that comprises staff from all relevant County Departments and external stakeholders and collaboratives. The Coordinator and the Workgroup will then develop and implement a Gang Violence Prevention Action Plan (see Strategy 3 below).

The Gang Violence Prevention Coordinator will manage all aspects of policy development, planning, coordination, administrative, and implementation functions of the Gang Violence Prevention Action Plan; serve as the primary point of contact for the initiative; and act as the coordinator of the Gang Violence Prevention Workgroup.

The Coordinator must have expertise and a proven track record in gang violence prevention strategies, collaboration building, and strong project management and facilitation skills.



To ensure access to key stakeholders both inside and outside the County family, we recommend that the coordinator be placed within the County Administrative Office (CAO). To insure a high level of accountability, we recommend that the coordinator report directly to the County Administrative Officer. The coordinator will work with the CAO’s office to reduce policy, budgetary, and other roadblocks, and will monitor progress for both County and community implementation. The coordinator will work with the Gang Violence Prevention Workgroup to prevent duplication of efforts, collaborate to decrease burden on County departments, streamline bureaucracy, and create new systems for sharing information and ensuring accountability.

The organizational structure required to carry out the integrated action plan will follow the functional requirements of the plan. The coordinator is expected to convene, manage, and support an interdepartmental planning and implementation process, sustain the effort, and manage its progress over time. The implementation needs to be agile yet measurable against an agreed upon set of outcomes. The workgroup must receive regular updates about the progress toward these outcomes, and their responsibilities clearly defined.

The approach we recommend is based on the Collective Impact Model for Social Change.¹⁰ Collective impact is particularly suited to initiatives that require coordination and collaboration among many different stakeholders who are looking to impact a shared goal, though they may have different and complementary individual missions. It is also proven to be effective in addressing complex social problems.

¹⁰ John Kania and Mark Kramer, “Collective Impact”, Stanford Social Innovation Review, Winter 2011.

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. Even there, collective action on a top priority cause requires a champion and the equivalent of a backbone agency (a department or a dedicated leader, e.g. the Gang Violence Prevention Coordinator).

This approach 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 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 compliment 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 Organization* – 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).¹¹

The Coordinator will allow the County to affect change through coordination and communication instead of through programs or direct services alone. In this model, the coordinator acts as a “backbone agent” who helps focus the disparate efforts of various organizations around a shared vision. A key to success is to develop common measures to evaluate outcomes. The Collective Impact model is effective in moving a community towards a shared vision with comparatively little additional financial investment.

3. Engage All Relevant County Departments in the Development of an Integrated Gang Violence Prevention Action Plan

County Departments already offer a broad range of services that are designed to break the cycle of gang violence. Respondents agreed that, though their respective agencies would welcome more resources towards achieving their individual missions, the objective of this initiative is to maximize the investments already made and increase their impact through improved coordination and redesign.

¹¹ Hanleybrown, Fay, John Kania, Mark Kramer. “Channeling Change: Making Collective Impact Work.” [Stanford Social Innovation Review](#). January 2012.

To that end, we recommend that the County, through its newly formed Gang Violence Prevention Workgroup, develop an **Integrated Gang Violence Prevention Action Plan**.

We envision an iterative, multi-year process that serves as a blueprint for immediate and sustainable violence prevention efforts by the County of Monterey. The Action 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 each action step.

The Gang Violence Prevention Action Plan will:

- Recognize characteristics and regional variability of gang violence in Monterey County and support context-appropriate strategies suited to a range of environments where violence occurs.
- Be agile and responsive to a changing environment.
- Emphasize accountability to ensure engagement and effectiveness.
- Be guided by evidence-based practices and an evaluation effort that tracks outcomes.

The action planning process should be launched as soon as this Strategic Plan is approved. The first step 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) must engage in an actual design process that leads to an integrated action plan with a shared set of outcomes.

We propose the use of “design thinking” (as developed by IDEO, the leading international design thinking hub near Stanford) because of its potential to transform the way organizations craft strategy, and develop and implement services. IDEO is known around the world for applying design thinking to solve all kinds of problems in the private and non-profit sectors and, increasingly, in government. Today, communities large and small use design thinking to integrate and align people, technologies, processes, and systems to meet their most critical needs. Design thinking is also well suited because it is client-centered -- emphasizing the application of creativity that we all have but that gets overlooked by traditional problem-solving practices.¹² In the case of gang violence prevention “the clients’ are the young people at risk of becoming gang members, as well their family members around whom programs and projects are designed.

Using the design thinking approach in combination with a collective impact model, marries system level outcomes with shared accountability.

¹² In the words of Tim Brown, president and CEO of IDEO, Palo Alto, one of the preeminent originators of design thinking: “Design thinking is a human-centered approach to innovation that draws from the designer’s toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success.”

The proposed design lab will be launched in a two-day, kick-off event and will then reconvene after a predefined period of time, to refine and eventually finalize modules of the Action Plan. The kick-off event for the lab will move stakeholders through the three overlapping spaces that are part of a typical design process: *inspiration*, *ideation*, and *implementation*.

Inspiration describes the problem or opportunity that motivates the search for solutions – in this case, the prevalence of gang violence in pockets of our community and the fact that the community is uniting in its efforts to address this problem.

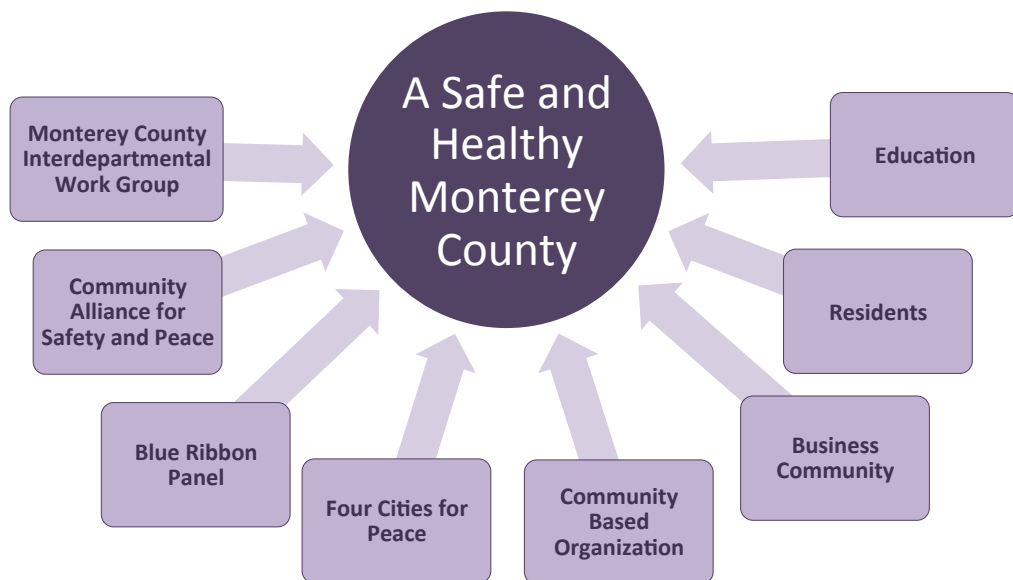
Ideation generates, develops, and tests ideas – where the modules of the action plan will be designed.

Implementation leads from the planning stage into people’s lives in Monterey County.

As we design the Action Plan, we will ensure that it addresses the unique needs of each area of the County – levels of gang activity and violence, community demographics, economic activities, and access to and gaps in services.

4. Embed the County’s Work in a Countywide Public Health Campaign

Among evidence-based practices that have been tested around the country, one that stands out is the public health model to gang violence reduction. This approach looks at gang violence as a long-term epidemic with similar characteristics to a communicable disease. It has shown promise in numerous communities and has already received seed funding in Monterey County through the STRYVE program.



We recommend building on the efforts currently under way by designing and implementing a **Countywide Public Health Campaign** to reduce gang violence in a way that engages the entire community and connects all related efforts.

A public health approach changes the lens through which we view gang violence. Instead of looking at it through a criminal justice lens, where law enforcement is prescribed and perpetrators are targeted, we look at it through a public health lens, where a change in the behavior of the entire community is supported through a long-term public information and engagement campaign. Such campaigns have led to dramatic cultural shifts on issues such as smoking and drunk driving.

Applied to an issue like gang violence, this approach is intended to lead to a shift in community resiliency and a decreased acceptance of youth violence in our community. The approach supports the systemic change required to reduce gang violence, addressing the full continuum of violence reduction – prevention, intervention, suppression, and reentry. The public health model has already been adopted by many cities around the country, including San Francisco, Minneapolis, and Chicago.

A Countywide campaign to reduce gang violence connects the work of County Departments to the various collaborative efforts around Monterey County and even regionally and nationally. The intent of such a campaign is to engage all levels of our social structure – individuals, educators and services providers, coalitions and networks, and framers of policies and legislation.

The CDC has already chosen Salinas as a pilot community for its STRYVE program. As a STRYVE community, the County Health Department is currently:

- Creating a comprehensive plan to prevent youth violence in the community.
- Implementing appropriate and feasible youth violence prevention programs, policies, and practices based on best available evidence.
- Tracking and measuring improvement in organizational and community capacity to prevent youth violence.
- Developing an evaluation plan to track and measure the implementation of the youth violence prevention plan.
- Producing a sustainability plan identifying the resources needed to sustain the coalition and its implemented activities.

Building on these efforts, the Gang Violence Prevention Coordinator and the Health Department, as lead agency, will collaborate on linking the campaign with other departmental efforts and those of other community collaboratives and individual efforts throughout the County, working with community groups and individuals, large and small businesses, schools and institutes of higher education, the faith community, and cultural organizations.

5. Evaluate Strategies on an Ongoing Basis

Launching an interdepartmental initiative such as the **Gang Violence Prevention Action Plan** is complex and multi-faceted. One of its challenges is knowing how to define success and how to track the County’s progress towards that success. To ensure proper tracking of the initiative, we recommend that it be accompanied by an independent third-party evaluation.

The recommended evaluation design will need to be developed alongside the proposed Action Plan. The evaluative lens might focus on service delivery implementation, systems change, impact, population-level outcomes, community and stakeholder perceptions, or any combination of the above.¹³

The County currently lacks the data and the data management systems necessary to evaluate effectiveness or demonstrate a return on investment for the programs it funds, and to share among departments. We therefore recommend that as part of the Gang Violence Prevention Design Lab, stakeholders will explore the data and technology needed to support meaningful gang violence prevention.

Community Insights to Gang Violence Reduction

The community voice brings life to this strategic plan. Residents know best what issues their communities are faced with and are a critical source of information about what they need to keep their communities safe. In order to capture those insights and to initiate a countywide engagement process, we held four community meetings, summarized below:

Summary of Community Meetings			
GOAL 1: To get feedback from the general public to inform the draft strategic plan.			
GOAL 2: To develop community awareness and ownership of the strategic plan on gang violence reduction.			
LOCATION	DATE	PARTICIPANTS	HIGHLIGHT
Greenfield	April 30, 2013	35+	Participants came from all over South County.
Castroville	May 8, 2013	60+	Demographical diversity higher than most meetings in region.
Salinas	May 9, 2013	100+	Strong youth voice present.
Seaside	May 14, 2013	65+	Participants came from all over Peninsula.

Outreach included: a bilingual (Spanish & English) press release circulated several times; multiple email blasts to community groups and key community leaders with a bilingual flyer; and local efforts led by the

¹³ Angela M. Wolf, PhD. Evaluating Comprehensive Strategies to Reduce Gang-related Violence: A Municipal Action Guide. Published by the Californian Cities Gang Prevention Network. March 2011.

Supervisors' offices (who also supported logistics. Spanish simultaneous interpretation was offered at all meetings; Triqui was additionally offered in Greenfield. Both a dedicated email address and phone number were established and monitored by SPR to manage feedback and questions.

Each meeting was held from 6pm-7:30 pm. The agenda included: a welcome by local officials; an overview of the strategic plan by SPR; a survey (electronically via iPad and on paper); breakout groups in both Spanish and English language; and a brief report out from each group. Two questions gave structure to the break out discussions:

- What should this community look like in 2020?
 - What are the characteristics?
 - What would be different than we see now?
 - What would exist, what wouldn't exist?
- What can you/we do to make that happen?
 - In your own family, in your community, in you business?
 - What would prevent the above vision from happening?

Elements of a shared vision for 2020 emerged from the breakout groups – with many commonalities across all county regions and with some regional differences. Some of the key points raised across the County are described below. A more detailed regional breakdown is included in the Appendix.

Residents showed a willingness to contribute ideas and time to help build a future for Monterey County free of gang violence where:

- Residents are proud of their community, both for themselves and to attract visitors, and do not tolerate gang activity, such as flaunting colors, tagging, drug dealing, recruiting, rivalry, violence and murder.
- People feel safe to use public and open spaces that are well maintained, lit, and welcoming at all times of the day, and to participate in a variety of community-wide events open to all.
- A social safety net is created, by neighbors helping and respecting each other; where parents are getting support, where people earn living wages, and where services are adequate and accessible (transportation, health, education, recreation, domestic violence, child care, adult learning, etc.).
- Economic opportunities for residents to earn a living are plentiful; where businesses are attracted and providing adequate workforce training and education opportunities.
- Schools can focus on scholastic support of students and staff, achieving low drop-out and truancy rates – instead of focusing on discipline and countering bullying and gang-related peer pressures.
- Law enforcement and community have a trusting relationship with the shared goal of keeping the community safe, supported by officer training, open communication, adequate patrolling/surveillance, and focus on preventative measures.

- Anchor institutes, such as schools, libraries, clinics/hospitals, and family/community/recreation centers are adequately and equitably funded, equipped, and located, and public transportation exits to easily reach locations.
- Collaboration and communication is supported between residents, the public sector and the private sector, so that problems can quickly be identified and addressed, supported through technology.
- The diversity of cultures and values in the community is celebrated, accepted, and served (e.g. public services accessible through multiple languages).
- Youth are positively engaged to build life skills, through school, families, recreational options, academic support, positive adult relationships, work and training opportunities, cultural expression, and outdoor experiences.
- Youth are viewed as assets by the community, where their positive actions are recognized and outweigh the negative (especially in media), and they can be perceived as harbingers of a bright future for Monterey County.
- Those coming out of the justice system (e.g. former gang members) can be part of the solution to reducing violence, and applying principals of restorative justice can help a community heal and reduce recidivism.

Residents indicated that some of these characteristics already exist in parts of the county. However, they expressed concern that they are not present consistently or comprehensively and that residents did not find easy ways to be part of the solution to address the problems.

Apart from adequate funding, residents identified two major interrelated barriers to achieving this vision: equity and engagement. There is a sense that there is a lack of equity on two fronts: in how public funds are distributed around the county; and in accessibility of services that do exist (e.g. facilities not conveniently located or open, service not available bilingually, opportunities not widely advertised).

Residents also expressed a concern that not enough residents are adequately engaged in their community. There are several reasons that were identified: people are too busy working long hours to make ends meet to have time to participate civically; people do not have enough resources to get the support they need that would lead to healthier behaviors; and there is a perceived lack of knowledge or an actual paucity of engagement opportunities through community groups or park and recreational opportunities. Resident concerns point to a need to further refine our understanding of these barriers to help the County design the programmatic and/or policy interventions that may help build resiliency to gang violence and create a community that thrives.

Even with significant barriers, participants in these community meetings found many ways that both individuals and communities (e.g. public agencies, businesses) can have a positive impact on reducing gang violence. In addition to the need for communities to provide more - or at least better access to - services, education and jobs (see Appendix for details), a key takeaway is that everyone needs to feel empowered to participate in a way that is doable for them.

As one would expect in a diverse set of community meetings, participants did not express agreement on all points. Some opinions ended up contradicting each other. For example, some residents would like to see any additional investments into more law enforcement on the streets while others would like to see it go to more youth activities. Some residents would like to provide opportunity for those reentering community after being in the justice system while others would prefer keeping parolees out of community. Some residents would like to see more public services while others would like to emphasize self-reliance. Such diversity of perspectives also points to further needs in engaging and educating residents on evidence-based practices.

Responses to the survey provided additional depth to the public’s perception of violence and its prevention. Respondents indicated an interest in more community meetings on this topic, especially some focused on youth. They suggested intervening early to help keep people out of jail. They also encouraged taking steps to avoid a “us versus them” mentality.

Overall, responses from each community were quite consistent. All communities ranked gang activity as a number one concern in the community. They cited both – lack of activities and friends or family already belonging to a gang as key reasons for gang involvement.

Top strategies to prevent gang violence included mentoring and targeted recreational activities. Respondents offered their willingness to mentor and reach out in their own neighborhoods to help prevent gang violence.

Perhaps the most telling message that was heard throughout all the community meetings is that residents believe that everyone has a role to place in preventing gang violence and that this takes a comprehensive approach beyond a focus on law enforcement or government services. Those residents who came to the meeting seemed eager to become more active and to encourage their friends and neighbors to get more active in a way that suggests a fertile ground for a countywide public health campaign for gang violence prevention (per recommended Strategy 4).

Top Survey Results

Concerns in Community

- Gang activity
- Homicide

Reasons Gang Activity Exists

- Lack of activities
- Family or friends in gangs

Things that Should Be Done

- Mentoring
- Recreational activities

What Are You Willing to Do?

- Mentor
- Neighborhood outreach

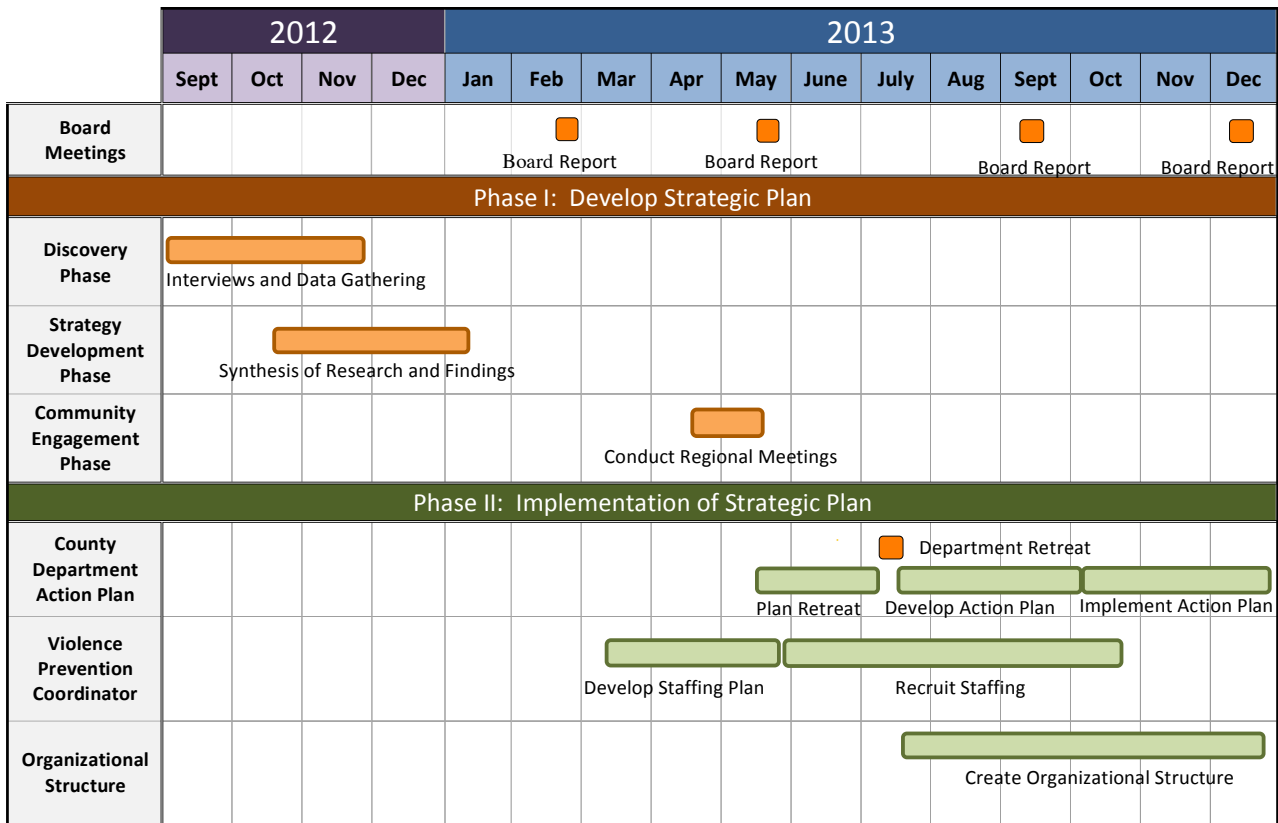
RE Current Efforts to Stop GV

- Somewhat satisfied & dissatisfied

Implementation Timeline

The urgency of our youth violence problem demands swift action. The steps of our proposed Strategic Plan are sequenced to facilitate deliberative but swift action. A number of tasks are proposed to run in parallel for maximum impact. The chart below shows the next steps with an approximate timeline:

Strategic Planning Timeline



Appendix

I. List of Interviewees

INTERVIEWEE	AGENCY/ORGANIZATION
Fernando Armenta	<i>Monterey County Supervisor: District 1</i>
Louis Calcagno	<i>Monterey County Supervisor: District 2</i>
Simon Salinas	<i>Monterey County Supervisor: District 3</i>
Jane Parker	<i>Monterey County Supervisor: District 4</i>
Dave Potter	<i>Monterey County Supervisor: District 5</i>
Elliot Robinson	<i>Director, Monterey County Social & Employment Services</i>
Ray Bullick	<i>Director, Monterey County Health Department</i>
Wayne Clark	<i>Director of Behavioral Health, Monterey County Health Department</i>
Linda McGlone	<i>Senior Health Educator, Monterey County Health Department</i>
Manuel Real	<i>Chief Probation Officer, Monterey County</i>
Dean Flippo	<i>District Attorney, Monterey County</i>
Robert Reyes	<i>Probation Services Manager, Monterey County</i> <i>Project Manager, Silver Star Resource Center</i>
James Edgar	<i>Chief Public Defender, Monterey County</i>
Jayanti Addleman	<i>County Librarian, Monterey County Free Libraries</i>
Scott Miller	<i>Sheriff, Monterey County</i>
Michael Rodriguez	<i>Chief Building Official, Monterey County Resource Management Agency</i>
Linda Guillis	<i>Interim Director, Monterey County Employment & Economic Development</i>
Joyce Aldrich	<i>Interim Assistant Director, Monterey County Employment & Economic Development</i>
Dr. Nancy Kotowski	<i>Superintendent, Monterey County Office of Education</i>
Steve Nejasnich	<i>Deputy Superintendent, Monterey County Office of Education</i>
Casey Nielsen	<i>Deputy Chief Park Ranger, Monterey County Parks & Recreation</i>
Lew Bauman	<i>County Administrative Officer, Monterey County</i>
Judge Robert Burlison	<i>Juvenile Division, California Superior Court, Monterey County</i>
Rene Mendez	<i>City Manager, City of Gonzales</i>
Eric Sills	<i>Chief of Police, City of Soledad</i>
Mark Hartunian	<i>Police Investigator, Soledad Police Department</i>
Dennis Donohue	<i>Former Mayor, City of Salinas</i>
Georgina Mendoza	<i>Community Safety Director, City of Salinas</i>
Kelly McMillin	<i>Chief of Police, City of Salinas</i>
Vicki Myers	<i>Chief of Police, City of Seaside</i>
Carmel Gil	<i>Project Manager, Building Healthy Communities - East Salinas</i>
Susie Brusa	<i>Executive Director, Rancho Cielo</i>
Angela Wolf	<i>Associate Director of Research, National Council on Crime & Delinquency</i>
Jack Calhoun	<i>Director, 13-California City Gang Prevention Network for the National League of Cities</i>

II. Catalog of Relevant Monterey County Department Programs and Expenditures

The following table represents programs operated by the County of Monterey that directly or indirectly relate to gang violence prevention and groups them based on respondent choice into prevention, intervention, suppression and reentry. Although many of these programs have an effect on gang violence, determining the exact dollar amount specifically correlated to gang violence reduction can be difficult.

Health Department						\$1,189,000
Program	Primary Prevention	Secondary Prevention	Intervention	Suppression	Reentry	Program Cost
STRYVE						\$225,000
Teen Parenting Program						\$93,000
Health in All Policies						\$400,000
POSTPONE						\$230,000
Maternal, Child and Adolescent Health						\$241,000

Office of Education						\$24,321,925
Program	Primary Prevention	Secondary Prevention	Intervention	Suppression	Reentry	Program Cost
Monterey County Child Care Planning Council						\$258,000
Foster Youth Services						\$115,450
Juvenile Court Schools						\$1,861,055
Migrant Education						\$10,324,336
Silver Star Resource Center						\$463,084
Head Start						\$11,300,000

Sheriff's Department						\$36,234,589
Program	Primary Prevention	Secondary Prevention	Intervention	Suppression	Reentry	Program Cost
County Jail Operations						\$34,325,907.00
Law Enforcement Operations-Patrol Division						\$61,240.00
Gang Task Force						\$779,868.00
Narcotics Unit (NEUCOM)						\$211,161.00
Law Enforcement Operations Center						\$856,413.00

Department of Social Services						\$208,861,413
Program	Primary Prevention	Secondary Prevention	Intervention	Suppression	Reentry	Program Cost
Child Abuse Prevention Council						\$204,220
Family to Family						\$334,570
Family Ties						\$306,600
Child Welfare Services						\$12,823,696
Pathways to Safety						\$865,398
Foster Care						\$11,580,820
Wrap Around Services						\$1,974,915
Independent Living Skills						\$232,450
Transitional Housing for Emancipated Foster Youth						\$309,350
Extended Support for Non-Minor Dependents						\$886,098
Eligibility for public assistance programs (CalWORKs, CalFresh, Medi-Cal, General Assistance)						\$39,926,515
CalWORK's Cash Assistance						\$33,757,380
CalWORK's Child Care Payments						\$1,902,803
CalWORKS Welfare to Work						\$11,822,002
Access to Medi-Cal Benefits						N/As
CalFRESH Benefits						\$89,796,000
General Assistance Payments						\$1,530,380
Domestic Violence Prevention and Intervention: YWCA, Shelter Outreach						\$115,000
Youth Counseling and Parental Services: Second Chance, Sun Street Centers and Community Human Services						\$49,587
Adult Education: Soledad Unified School District						\$30,822
Information and Referral (2-1-1)						\$30,000
Emergency Food: Food Bank						\$90,077
Homelessness Services						\$186,064
AB109 Housing Services: Turning Point						\$106,666

County Free Libraries						\$1,468,102
Program	Primary Prevention	Secondary Prevention	Intervention	Suppression	Reentry	Program Cost
Homework Assistance						\$131,500
Literacy Services1						\$205,000
Summer Reading						\$925,002
Youth Services						\$120,000
Cultural Events Programming						\$84,000
Monterey County Children's Council						\$2,600

Office of Employment Training						\$5,343,435
Program	Primary Prevention	Secondary Prevention	Intervention	Suppression	Reentry	Program Cost
OET: Youth Employment Program						\$1,726,085
OET Silver Star Partnership						\$250,000
OET: One Stop Career Center						\$2,722,350
OET: Employment Services AB109						\$645,000
OET KickStart						N/A

Probation Department						\$27,277,035
Program	Primary Prevention	Secondary Prevention	Intervention	Suppression	Reentry	Program Cost
Juvenile Hall						\$8,100,677
Juvenile Hall: In-Custody Programs						\$528,045
Juvenile Offender Community Health Service						\$0
Youth Center						\$5,530,533
Youth Center: In-Custody Programs						\$818,613
Aftercare & Through and Beyond						\$218,255
Adult Investigations						\$1,560,618
Adult Gang Violence Suppression						\$222,224
Department of Juvenile Justice (DJJ) Realignment						\$206,000
Domestic Violence						\$744,208
Child Advocate Program						\$308,309
Adult Field: High Risk Supervision						\$1,331,056
Adult Field: Medium Risk Supervision						
Adult Field: Low Risk Supervision						
AB 109: Post Release Community Supervision						\$912,805
AB 109: Mandatory Supervision						\$129,629
Restorative Justice/ Intake Diversion						\$1,839,189
Field Services: Campus-based Probation Officer Program						\$1,921,682
Placement/ Placement Intervention Program/ Wraparound Services						\$920,149
Community Schools/ Field Supervision						\$547,878
Day Reporting Center: Rancho Cielo						\$660,046
Evening Reporting Center: Rancho Cielo						\$257,736
Silver Star Resource Center						\$519,383

District Attorney						\$5,417,684
Program	Primary Prevention	Secondary Prevention	Intervention	Suppression	Reentry	Program Cost
Gang Prosecution Unit						\$1,055,359
Witness Relocation						\$420,000
Victim Witness Assistance						\$665,260
Prison Prosecution Unit						\$587,526
Auto Theft Prosecution Unit						\$600,000
Sexual Assault Response Team						\$383,686
Child Abuse Response Team						\$375,708
Truancy Unit: Truancy Abatement						\$506,182
Drug Court						\$525,418
Juvenile Court / Unit						\$298,545
Monterey County Children's Council						\$0
Child Abuse Prevention Council						\$0

Pubic Defender						\$0
Program	Primary Prevention	Secondary Prevention	Intervention	Suppression	Reentry	Program Cost
Adult Felony (Gang) Representation						
Adult Misdemeanor (Gang)						
Juvenile Felony (Gang) Representation						
Juvenile Misdemeanor (Gang)						
Restorative Justice Commission						
Tuancy Court Representation						
Drug Court Adult Representation						
Prop 36 Adult Representation						
Juvenile Court Drug Program						
Juvenile Court Prop 36 Program						
AB109 PRCs / Parole Revocation						
Expungements Program						

Note: Awaiting completion.

III. Current Gang Violence Prevention Assets

Current Gang Violence Reduction Assets

Initiative	Acronym	Lead	Geography	Purpose
Striving To Reduce Violence Everywhere	STRYVE	Dept. of Health	Salinas	Prevent youth violence through a communitywide public health approach.
Silver Star Resource Center	SSRC	Probation	Countywide	Empowers youth and families and encourages healthy, resilient communities through wraparound services.
Rancho Cielo	-	Rancho Cielo	Salinas	A comprehensive learning and social services center for underserved youth.
Community Alliance for Safety and Peace	CASP	City of Salinas	County	Reduce gang and youth violence through prevention, intervention, suppression and re-entry in the City of Salinas and Monterey County.
Four Cities for Peace	4C4P	City of Gonzales	South County	Reducing gang and youth violence through prevention, intervention and community mobilization.
Peninsula Regional Violence Narcotics Team	PRVNT	-	Monterey Peninsula	To prevent and control violent crime and illegal narcotic sales throughout the Monterey Peninsula through intelligence-driven, law enforcement collaboration.
Blue Ribbon Panel	-	-	Seaside	Reduce gang and youth violence through prevention, intervention and suppression through multi-agency and organizational collaboration on the Monterey Peninsula.
National Forum on Youth Violence Prevention	NFYVP	US Depts. of Ed. & Justice	National	To build a national conversation about youth and gang violence to increase awareness, drive action, and build local capacity to more effectively address youth violence.
California Cities Gang Prevention Network	CCGPN	NCCD & NLC	Statewide	Combat gang violence and victimization through prevention, intervention, and a community's moral voice as an alternative to prison-only solutions.

IV. Model Strategic Plans

In order to get a sense of trends and best practices in gang violence prevention in other parts of the country, we reviewed County and city plans and approaches to reduce violence, including:

- County of Monterey, CA – A Framework for Safety and Peace: Monterey County’s Comprehensive Violence Prevention, Intervention, Suppression and Reentry Framework 2009
- City of Salinas, CA – Cultivating Peace in Salinas: A Framework for Violence Prevention
- City of Salinas, CA – Salinas Comprehensive Strategy for Community-wide Violence Reduction 2010-2012
- City of Detroit, MI – Preventing Youth Violence: Detroiters Working Together to Help Youth Succeed
- City of San Jose, CA – Action Collaboration Transformation: A Plan to Break the Cycle of Youth Violence and Foster Hope (Mayor’s Gang Prevention Task Force Strategic Work Plan 2008-2011)
- County of Alameda, CA – A Lifetime Commitment to Violence Prevention: The Alameda County Blueprint
- County of Napa, CA – Napa County Gang and Youth Violence Master Plan 2011
- City and County of San Francisco, CA – Violence Prevention Plan 2008-2013
- City of Minneapolis, MN - Blueprint for Action: Preventing Youth Violence in Minneapolis
- City of Memphis, TN – Youth Violence Prevention Plan (An Initiative of *Operation: Safe Community*)
- County of Shannon, MA – Comprehensive Approaches to Reducing Youth Violence and Gangs in Local Communities 2007

Below are summaries of the two plans that have most informed our work:

Blueprint for Action: Preventing Youth Violence in Minneapolis

- In the wake of a major spike in youth violence and homicide in 2006, the Minneapolis City Council and Mayor R.T. Rybak drafted a resolution to develop a comprehensive, multi-year strategy and implementation plan to significantly reduce and prevent youth violence in Minneapolis. The *Blueprint for Action to Prevent Youth Violence* adopted a public health lens using a scientific, population-based targeted approach similar to methods used to address public health problems, such as automobile injuries and tuberculosis. This approach recognized that there is no single strategy to prevent violence, but such an effort would require a long-term commitment to a comprehensive set of strategies. By implementing an epidemiological approach, this strategy is designed to mitigate the risk factors that are associated with a greater propensity for violent behavior and gang involvement, as well as simultaneously bolstering the protective factors can give youth and communities greater resistance and resilience to gang influences.
- Addressing gang violence through a public health lens requires for prevention strategies along three levels:

- Primary, or universal prevention aimed at an entire population with universal strategies designed to prevent problems from developing in the first place;
- Secondary, or selective prevention aimed at specific groups of people who may be more at risk;
- Tertiary, or targeted prevention, aimed at people who have already demonstrated serious problems.
- Components of the plan's implementation:
 - Youth Violence Prevention Coordinator: The City created a new position specifically for a coordinator to establish implementation steps and responsibilities, monitor community wide outcomes, coordinate City and County efforts, facilitate communication and advise departments and policy makers on needs.
 - Data Collection: Key measures were selected to assess results of the Blueprint for Action based on their validity and availability and involve data collected routinely by government agencies including:
 - a. Direct measures of violent acts committed by or against young people;
 - b. Measures to address risk factors associated with violence;
 - c. Measures to address factors associated with a lower likelihood of violence; and
 - d. Additional measures of protective factors.

San Francisco Violence Prevention Plan (2008-20013)

- Funded by a grant from the U.S. Department of Justice, the *San Francisco Violence Prevention Plan* was developed in 2007 by the Mayor's Office of Criminal Justice in partnership with experts from the University of California, San Francisco, the Prevention Institute and numerous community stakeholders. Although at the time, overall crime rates had improved, homicide rates, incidents of assault, family violence, elder abuse, and hate crimes were on the rise.
- In response, Mayor Gavin Newsom issued a political directive that declared violence prevention one of the City's most important priorities, requiring the full support and cooperation of all city departments and cooperating agencies. Adopting a public epidemiological lens, the plan emphasizes that violence is a health issue and, similar to other medical disease, there are preventive measures to that can be taken to address social conditions and individually behaviors that lead to violence.
- The Mayor's directive and the prevention plan were codified into legislation by establishing a Violence Prevention Advisory Committee, Interagency Council and Violence Prevention Director to lead the City's violence prevention efforts and ensure that strategies it's implementation and continuity independent of future leadership transitions. Structured into this plan is a comprehensive methodology for a measurable-outcomes framework to guide financial resources, programmatic resources, staffing, and data tracking systems to support achieving measurable outcomes, such as truancy, recidivism or increasing financial stability of a set number of low income families.

- The three primary goals of this plan:
 1. Coordinate to harmonize the work of City agencies so that local government is more capable of achieving violence prevention.
 - a. Prioritize Violence Prevention as a Health Crisis
 - b. Establish Mandated Coordination and Collaboration across City Agencies
 - c. Develop Shared Outcomes to Measure Accountability
 - d. Align Resources to Support Achieving Shared Outcome
 - e. Evaluate through Shared Data and Information System
 2. Invest more strategically to increase the community's capacity to achieve violence prevention in partnership with the City,
 - a. Define and Adopt Shared Principles for Community Transformation
 - b. Develop a Coordinated, Family Centered, Neighborhood Focused Service Delivery System
 - c. Coordinate and Strengthen Training and Capacity Building for both City and Community
 - d. Strengthen Public /Private Investments in the Coordinated Delivery System and Training
 - e. Strengthen Community Outreach Strategies and Community Connectivity
 3. Hold City and community agencies accountable for achieving concrete, short and longer term, and measurable outcomes in 10 key policy areas.
 - a. 10 key areas: 1) Jobs 2) Housing 3) Education, 4) Reentry 5) Youth Development and Empowerment 6) Community Transformation 7) Family Support and Senior Support 8) Trauma Reduction 9) Community Policing and 10) Firearms, Alcohol and Drugs

V. Details from Community Meetings

2020 VISION FOR COMMUNITY

Physical Characteristics	Community Culture	Economic Opportunity	Policies	Services	Youth Activities
Diversity in housing and opportunity (low, middle and high income) – make it all appealing, tidy.	Community-wide safety net, including services and neighborliness, where people know and help each other.	Attract businesses to increase job opportunities, which results in increased tax revenue for services.	Have a united policy across agencies that support violence prevention.	Affordable family services and counseling, including general and dental health, mental health at schools, parenting education.	Ample parks, recreation centers, libraries, Boys & Girls Clubs, YMCA, pools, curfew center with supervision for youth.
Curb appeal - roads repaired, clean sidewalks, bike paths, streets lights working, more green space, planters & trees.	Acknowledge that there is a gang problem - gangs, child and domestic abuse, other crimes is not tolerated.	Only 20-30 federal jobs in South County, not like Monterey where there are more. Increase government jobs.	Do cost/benefit analysis of youth development programs. Cost analysis of violence. Analysis of built environment on violence.	Information on gangs for all ages (youth, parents) and in all languages.	Free activities such as: Dances, 4H, PAL, swimming, painting, Aztec dancing, folk lessons, music, gymnastics, etc.
Reduce gang activity: No graffiti, tagging, gang colors, street drugs, gang houses, etc.	Integration and celebration of different cultures, people, races, languages - a united community.	In Soledad, economy is at the core. The poorer it is, the harder it is for families to succeed.	Reform education with support of Board of Education, including reducing expulsions - keep kids in schools and off streets.	Increased/saturation of law enforcement on streets. 4 cities, 1 chief - too little.	Youth work experience: basic skills, internships, summer work experiences, technical skills, etc.
All types of people are out and about by foot on streets, in parks or front yards.	Nurture public trust, respect and community pride. Cultivate respect and politeness in youth.	More workforce development opportunities, such as job fairs.	Enforce building codes to keep properties maintained.	Community policing practices - positive policing, night walks, etc.	Support of those re-entering community from juvenile justice system. Reduce recidivism.
Castroville should be the gateway to Monterey County.	Identify and empower local leaders/advocates in all regions.	Educate young children to increase academic and later economic achievement.	Increase budgets – 25% of what we need. City bonds, dedicated taxes, can help raise funds for schools, activities.	Public recreation centers, libraries with diverse activities for youth & adults.	Ensure youth know there is an alternative to gangs.
Low crime rate - no violence, no gangs.	"It takes a village to raise a child."	Satellite centers for community college CET.	Distribute resources equitably throughout county.	Neighborhood Watch groups everywhere.	Grants to help families pay for youth activities.
Public transportation widely available.	Clear communication between residents, businesses, service providers, school, etc.	Make college more financially accessible.	Land use is a problem - constrained, cannot grow naturally, no budget	Drug and alcohol services for youth and adults, including for meth and heroine.	Local businesses donate funds for youth activities, esp. those with workforce development component.
Up-to-date, cared-for and safe facilities: schools, libraries, hospitals, rec centers, family centers, etc.	Use different media to express own ideas - social media, community forums, local government, etc.	Have work and skills training opportunities for youth, such as: Youth Build. Jobs that pay youth.	Collaborate with agriculture to promote healthy foods (which equals healthy kids).	Improvement in parks - maintain facilities, lighting, patrol. Community events for all ages.	Support local service providers: Marina Teen Center, Victory Outreach, Genesis House, CPY, Transitions, etc.
Empty lots and houses maintained.	Adults are positive, diverse, active role models for youth.	Work with agriculture to provide opportunities.	Train police in non-racism & avoiding abuse of authority	Domestic violence services for women and men.	Evaluation of efficacy of programs - is there evidence that they work?
Few ads for alcoholic beverages or with violence depicted.	Encourage parent accountability, involvement and support.	Employers pay living wages.	Restorative justice integrated into corrective services and discipline measures.	Services offered at diverse times for workers with non-traditional hours (ex. agriculture, hospitality).	Start early! Primary prevention and early childhood development programs for young children.
Fresh produce & healthy foods easily available.	Youth recognize school and work as "cool."	Provide paid maternal and paternal leave.	Focus on prevention instead of suppression.	Public schools that are safe.	Mental and behavioral health services.
Trust and mutual respect between residents and law enforcement.	Increase accountability of individuals & powers that be.		Liaison for kids/youth – youth czar	Child development and family centers.	Anti-bullying workshops.
100% HS graduation - zero dropout and truancy rate.	Lose the negative perception of own community by self and by outsiders.		Ex-gang members involved in safety planning.	Adult education, especially English.	
Technology is used wisely.	Have a shared community vision for future.			Engage service learning students in both HS and college.	

WHAT CAN WE DO?

As an individual, to prevent gang violence I can:	As a community, agency, business, to prevent gang violence we can:
Commit to a violence-free community and stay involved for results.	Collaborate and coordinate with cities, regions, agencies, people.
Volunteer and be a community leader.	Share educational materials about youth violence and what to do.
Talk to my kids/parents – dinner table politics.	Request from political figures federal intervention to break up gangs.
Take responsibility for recognizing and addressing gang activity by my children.	Establish and empower a community taskforce.
Share with neighbors ways to stop violence and about resources.	Develop a centralized database and coordination of volunteers.
Do my/Help with my child's homework and participate in school activities.	Leverage university students that want to volunteer in their own communities.
Help families working long hours to take care of their children.	Establish and engage a youth council with all ages, starting at 9 years old.
Mentor, tutor people younger than me and act as a positive role model.	Promote regional efforts that coordinate with cities and county.
Promote positive interactions and experiences between youth and adults.	Have family day, community forums, big events.
Be culturally sensitive to people that are different than I am.	Know and positively engage our at-risk youth.
Create a positive, compassionate environment.	Prioritize education, starting at infancy onward.
Register voters, get politically engaged.	Support accessible/free programs, services, and education opportunities.
Speak up – say when something is wrong, create change.	Offer parenting support and workshops.
Donate funds, do community based fundraisers - fleamarkets, swaps, etc.	Support creation of job/internships for youth and adults.
Understand risk factors and developmental assets in youth.	Talk about the problem of gang violence.
The key to creating change in a community is to empower everyone to participate in a way that is doable.	

Survey Results

GREENFIELD	CASTROVILLE	SALINAS	SEASIDE
Top 3 Concerns in Your Community:			
Gang Activity	Gang activity	Gang activity	Gang activity
Homicide	Drug dealing	Homicide	Drug dealing
Drug dealing	Burglary/Robbery	Unemployment	Poverty
Top 3 Reasons Gang Activity Exists in Your Community:			
Lack of activities	Family or friends in gangs	Family or friends in gangs	Sense of belonging
Family or friends in gangs	Lack of activities	Lack of activities	Family or friends in gangs
School problems	Sense of belonging	Poverty	Poverty
Top 3 Things that Should Be Done about Gangs:			
Recreational activities	Mentoring	Recreational activities	Mentoring
Mentoring	More jobs and job training	Mentoring	More jobs and job training
More police protection	Recreational activities	More jobs and job training	Recreational activities
What Are You Willing to Do?			
Form sports team	Mentor	Mentor	Mentor
Mentor	Neighborhood outreach	Youth group leader	Neighborhood outreach
Neighborhood Outreach	Teach skills & group leader	Neighborhood outreach	Tutor