Mayor's Gang Prevention Task Force

Strategic Work Plan 2018-2020

Trauma to Triumph II

A Plan to Foster Hope and Break the Cycle of Youth Violence

CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

The City of San José's Department of Parks, Recreation and Neighborhood Services would like to acknowledge all the contributions of those who participated in the development of the Mayor's Gang Prevention Task Force 2018-2020 Strategic Work Plan.

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Trauma to Triumph II

The Mayor's Gang Prevention Task Force (MGPTF) is the City of San José's Youth Violence Reduction Strategy. Over the past 26 years, the MGPTF has strategically worked to address the needs of youth and young adults in an effort to reduce violence associated with gangs.

The MGPTF is comprised of a broad coalition of residents, school officials, community, faith-based organizations, local law enforcement, and city, county, and state government leaders. The MGPTF brings these diverse stakeholders together and leverages each group's expertise as part of a coordinated, interagency effort to curb gang-related activity in San José. This unique collaboration will continue to strengthen itself to ensure that there is always a healthy balance between compassion and appropriate accountability.

The MGPTF has realized that there is no single approach or program to address the complexity of youth and gang violence. As such, the MGPTF utilizes three modes to deliver services including, the BEST Program, which is the service funding arm of the MGPTF; internal Youth Intervention Services programs that deliver services to high-risk, gang-impacted and gang-intentional youth and young adults; and through its Neighborhood Services Unit that works in marginalized communities to address issues of blight (graffiti/litter) and violence. The MGPTF's successes can be attributed to its ability and willingness to continually refine and develop programs and services that meet the needs of a changing community.

The goals in the 2018-2020 will continue to focus on moving youth and young adults and communities from "Trauma to Triumph." Furthermore, these goals will allow the MGPTF and our partner organizations to strategically align resources to address youth violence.

Contents

MESSAGE FROM THE MAYOR OF SAN JOSÉ 2
SAN JOSÉ CITY COUNCIL 3
MGPTF POLICY TEAM 4
MGPTF TECHNICAL TEAM 5
MGPTF: OVERVIEW 6
MGPTF: PROGRAMS AND SERVICES 10
EMERGING TRENDS 13
STRATEGIC PLANNING 16
STRATEGIC WORK PLAN 18
2019–2020 GOALS 19

CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

From the Mayor of San José

SAN JOSÉ'S NATIONAL MODEL FOR ENGAGING non-profit organizations, the faith community, schools, and the police in gang-prevention and intervention with youth began in 1991 with Mayor Hammer and continued with the work of Mayor Gonzalez and Mayor Reed. The Mayor's Gang Prevention Task Force is a commitment from the City of San José to keep our communities safe from crime and gang violence. I will continue to work with you to ensure we build upon our past successes, while implementing new methods and efforts that take our young people out of a life of trauma and into a collective triumph.

Our entire community shares a responsibility to prevent gang violence and improve our communities. While we have seen stabilized rates of violent crimes and gang related homicides in recent years, the increased rate of aggravated assaults, vehicle thefts and other arrests of juveniles makes it evident that much work remains.

Our success in gang prevention, intervention and suppression over the past twenty-six years is deeply rooted in our culture of collaboration and innovation. This approach continues to be reflected in this updated work plan, from shifting strategies to address homelessness among our at-risk youth, to linking service delivery among our partners and measuring direct impact through collaborations with our school districts, County Office of Education, and our partners in the County Juvenile Probation Unit, to an increasing collaborative with our Public Health partners. The need for more intentional work to address neighborhood quality of life issues is a recurring and re-emerging theme throughout this work plan, and is rooted in our desire to improve the lives and the future of our youth and the communities that we all live, work, and play in.

I urge you to join the Mayor's Gang Prevention Task Force. Together we will take decisive action to ensure a bright future for our community and youth.

CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

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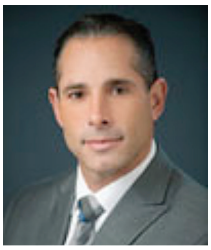

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Mayor's Gang Prevention Task Force

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Laura Garnette	Probation Chief	Santa Clara County Chief Probation Officer
Bruce Copely	Director	Santa Clara County Department of Drug and Alcohol Services
Jeff Rosen Chris Ariolla	District Attorney Senior Deputy District Attorney	Santa Clara County District Attorney's Office
Mary Ann Dewan	Superintendent (Interim)	Santa Clara County Office of Education
Molly O'Neal	Public Defender	Santa Clara County Public Defender's Office
Sara Cody, M.D.	Public Health Director	Santa Clara County Public Health Department
Judge Katherine Lucero	Presiding Judge	State of California Superior Court, Santa Clara County — Juvenile Division
Laurie Smith	Sheriff	Santa Clara County Sheriffs Office
Bruce Wagstaff	Director	Santa Clara County Social Services Agency
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Juan Cruz	Superintendent	Franklin-McKinley School District
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Technical Team

Alchemy Academy

All Stars Helping Kids

Alum Rock Counseling Center

Alum Rock Union Elementary School District

Anti-Graffiti Program

Anti-Litter Program

Asian American Recovery Services

Asian Americans for Community Involvement

Bay Area Tutoring Association

Bay Area Wilderness Training

Bill Wilson Center

Boys and Girls Club

Bridges Academy

California Community Partners for Youth

California Youth Outreach

Cathedral of Faith

Catholic Charities

Center for Employment and Training

Citizen Schools California

City of San José — City Manager's Office

City of San José — Code Enforcement

City of San José — Council Districts

City of San José — Housing Department

City of San José — Independent Police Auditor

City of San José — Library Department

City of San José — Mayor's Office

City of San José — Parks, Recreation, and Neighborhood Services

City of San José – Police Department

City Year

Community Crime Prevention Associates

Community United Project

ConXión to Community

Crossroad Calvary Chapel

East Side Union High School District

Empowering Our Community for Success

EMQ Families First

Escuela Popular

Family and Children Services

Firehouse Development Corporation

FIRST 5 of Santa Clara County

Foothill Community Health Center

For Pits Sake, Knock Out Dog Fighting

Franklin McKinley Children's Initiative

Franklin McKinley School District

Fresh Lifelines for Youth

From the Streets to the Grave

George Mayne Elementary School

Girls Scouts of Santa Clara County

Joyner/Payne Youth Services Agency

Juma Ventures

Kids in Common/OYP

Leadership Public Schools

Lighthouse of Hope Counseling Center

MACLA

Midtown Family Services

New Hope For Youth

P.A.R.T.I

Pathway Society

Project Access

Project Hope

Project Inspire YWCA

Regional Medical Center

Sacred Heart Community Service

San José Conservation Corps and Charter School

San José Jazz Society

San José Job Corps Center

San José Unified School District

Santa Clara County Department of Alcohol and Drug Services

Santa Clara County District Attorney's Office

Santa Clara County Health Department

Santa Clara County Housing Authority

Santa Clara County Probation Department

Santa Clara County Public Defenders Office

Santa Clara County Sheriffs Office

Santa Clara County Valley Medical Center

Santa Clara Valley Medical Center

Teen Force

Teen Success, Inc.

The Art of Yoga Project

Ujima

Unity Care Group, Inc.

Victory Outreach

work2future

Year Up Bay Area

MGPTF: Overview

History: 26 years and Counting

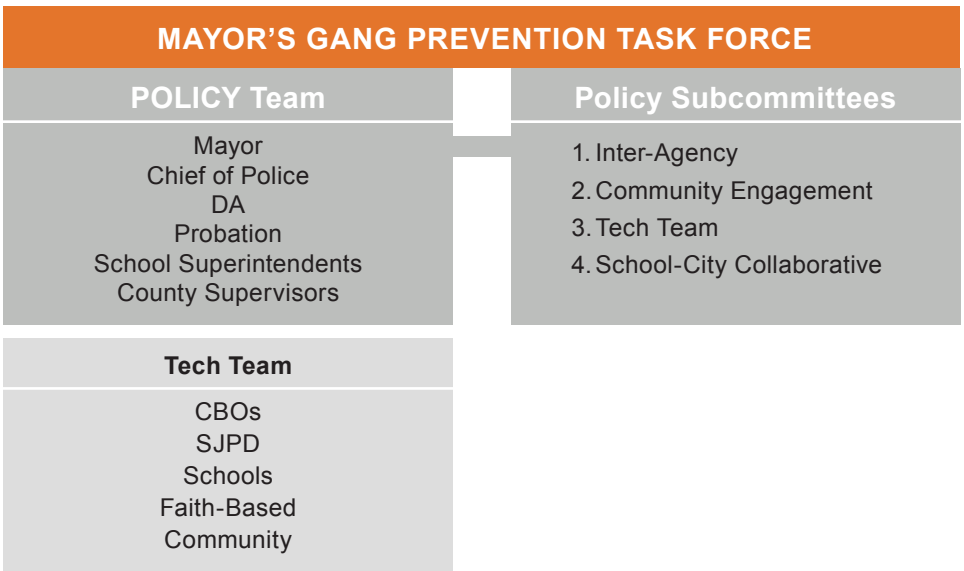
THE CITY OF SAN JOSÉ'S MAYOR'S GANG PREVENTION TASK FORCE (MGPTF) is a strategic youth violence prevention initiative. Established in 1991, the initiative serves as a national model of collective impact that promotes public safety through a collaboration of stakeholder groups consisting of government, law enforcement, community based organizations (CBOs), faith-based organizations, schools, and most importantly, concerned residents. Together they coordinate and target the deployment of a continuum of gang prevention, intervention, suppression, and re-entry services.

The MGPTF strategy is designed to disrupt violence at the neighborhood level, while concurrently delivering targeted interventions to address and resolve the vulnerabilities that many youth and their families encounter on a daily basis. In addressing the dynamic nature of youth violence particularly as it relates to gangs, the MGPTF has accumulated valuable organizational knowledge that has galvanized a relentless, shared commitment within the community around this public safety policy initiative. In 1991, Mayor Susan Hammer convened the Blue Ribbon Task Force on Gang Prevention (which evolved into the Mayor's Gang Prevention Task Force) to establish a citywide approach to rising youth- and gang-related crime. Over the past 25 years, the City has made a sustained, strategic investment by providing youth and their families multiple levels of individual and family services and support embedded within schools, neighborhoods, the juvenile justice system, and the broader community. In the years since the MGPTF first began, it has evolved, bringing on new partners, developing new infrastructures for communication and collaboration, and integrating new research on evidence-informed program and best practices in violence prevention and intervention.

The multi-faceted approach used by the MGPTF to address this complex social problem is often referred to as viewing gang violence through a public health lens. Employing this approach has allowed the city to consider youth violence as a preventable epidemic and to consider ways to prevent its spread. The public health approach to gang violence reduction provides a structure to describe the problem in detail, identify the risk and protective factors, develop, implement and evaluate prevention and intervention strategies, and disseminate their utilization.[1]

As one of the first multi-sector, citywide initiatives to implement and build upon best practices in community-based violence prevention, the MGPTF has become widely known as a model initiative. San José has been recognized as an innovative leader in youth gang and violence prevention by the National Office of Juvenile Justice & Delinquency Prevention (OJJDP) and the State of California's Gang Prevention Network. MGPTF leaders are frequently asked to travel to or host delegations from other communities and countries to provide guidance to those seeking to establish similar programs.

Mayor's Gang Prevention Task Force Structure



[1] https://www.cdc.gov/violenceprevention

STRUCTURE AND ITS COLLECTIVE IMPACT

From the start, the MGPTF has defined the gang issue as a community problem that required a community-based response, allowing for community mobilization, input, and ownership of the MGPTF which has been a cornerstone of its success and foundation. The MGPTF currently utilizes a four-pronged approach (prevention, intervention, enforcement and re-entry) to deliver services and address gang-related youth violence. The collective impact of government and community has led to the sustained efforts of this structure to support this initiative.

MGPTF Policy Team

The purpose of the MGPTF Policy Team is to set direction, provide resources, and break bureaucracy in the interests of this effort. The team is co-chaired by the mayor and police chief and consists of government department heads and senior officials, school district leaders, representatives from community-based organizations, and faith-based and neighborhood leaders.

This team meets quarterly to receive real-time progress updates in addition to providing additional leadership and resources.

Policy Team Subcommittees

The Policy Team is divided into four subcommittees that are led by executive leaders to ensure that established goals are being met. These committees meet in the months between Policy Team meetings. This provides a viable method for the multiple stakeholders to participate where most effective.

1. Interagency Subcommittee

This subcommittee meets quarterly and is co-chaired by the Director of Parks, Recreation and Neighborhood Services Director (Department where the MGPTF is housed) and an assigned Santa Clara County Board of Supervisor. This subcommittee is comprised of leaders from the Probation Department, District Attorney's Office, County Office of Education, Public Defenders Office and school superintendents. The subcommittee works to bridge the City/County gap to better coordinate services and resources. Many of the facilities and services that support this initiative are county-led, and therefore it became imperative to collaborate.

2. Community Engagement Subcommittee

This subcommittee is chaired by the Vice-Mayor and focuses on engaging the community, disseminating information, and connecting the community to resources. The committee's current focus is on engaging the community through (1) an Annual Crime Summit (2) a Faith Initiative that engages the faith community, and (3) a Youth Voice Initiative that seeks to provide a true decision making seat for youth representatives. The committee meets a minimum of every other month throughout the year.

3. Tech Team Subcommittee

The Technical Team Subcommittee meets quarterly and is co-chaired by a MGPTF manager and San Jose Police Department Captain. The entire committee membership includes the four San Jose Police Division Captains, and corresponding four CBO leads. The goal of the meeting is to develop agendas, discuss strategies to better leverage resources to address issues, and to ensure cross-divisional engagement by members.

4. School City Collaborative Subcommittee

This subcommittee is tasked with addressing issues that impact San José schools and the community as a whole. This subcommittee is co-chaired by the Mayor's Office and seeks to better leverage resources to ensure that all youth have access to a quality and safe education.

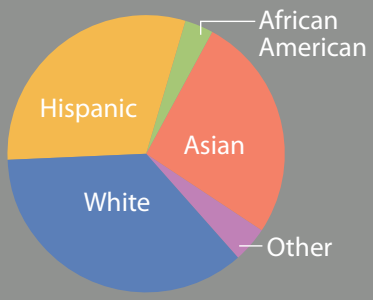
MGPTF Technical Team

The Technical Team, often referred to as "where the rubber meets the road," is a vibrant and effective collaboration of over 150 members from over 70 agencies comprised of Parks, Recreation & Neighborhood Services staff, funded agencies, community, faith leaders, police officers, school officials, and direct-service organizations who provide prevention and intervention services in the community to curb gang violence. The team is charged with the responsibility of putting best practices and resources into action.

San José: City of Diversity and Contrast

The City of San José, one of safest cities in America, is the third largest city in California and the tenth largest in the United States. San José is located in Santa Clara County, in the heart of the Silicon Valley. As of 2010, the County had a population of 1,781,642, with San José — the county seat — having a population of over one million residents.

San José's population is both racially/ethnically and economically diverse, and the city attracts residents from all over the world. For example, 39% are foreign born, and 56% speak another language besides English at home. San José is also considered a young city, with the youth population (age eighteen and younger) accounting for approximately 25% of the city's total population. Moreover, 9% of the population is between 18-24 years of age.



San José's Population

Partnerships — *The secret sauce!*

Relationship Building and Interagency Collaboration

The intentionality of relationship building and interagency collaboration is a practice that continues to contribute to the MGPTF's success in breaking down silos and creating a culture of collaboration. The MGPTF promotes this value in its "way of working" by cooperating with one another's initiatives, assisting one another with achieving objectives, and sharing ownership and responsibility for the programs and services provided.

There is a realization that meaningful collaboration needs to be both formalized—through infrastructure and Memorandum of Understandings — and informal — where relationship-building continues to be the foundation of how the MGPTF gets things done. This Policy Team/ Tech Team structure lends itself to collaboration by involving a wide array of community and governmental representatives. Most recently, the MGPTF has welcomed additional stakeholders, including representatives from Santa Clara County's Social Services and Mental Health Departments. By ensuring that a wide range of leaders and stakeholders are at the table and publicly invested in a common issue, the MGPTF creates a sustainable platform for change.

The Task Force becomes the convener. Agencies bring different things to the table, and what evolves is this mish-mash that has all these resources. It's organic and messy.

— ANGEL RIOS, JR.

San José Police Department Partnership:

"We Can't Arrest Ourselves Out of the Problem"

The San José Police Department (SJPD) is a key partner within the Mayor's Gang Prevention Task Force. Early in the development of the MGPTF, they espoused the belief "that we cannot arrest ourselves out of this community problem." SJPD had not only focused on suppression strategies, but also prevention and community policing efforts. The Police Chief co-chairs the MGPTF Policy Team — ensuring that this program is interweaved into the overall safety strategy of the City. A session on the MGPTF has been incorporated into the Police Academy so that all officers understand the goals and partnership with the MGPTF service providers, community empowerment projects, and activities.

Additionally, the Police Department's Crime Prevention Unit is tasked with promoting police and community partnerships. The unit supports patrols with community policing and problem solving projects, provides information to residents, and gives referrals to the public regarding matters related to crime prevention and quality of life issues. The unit is called upon to conduct a variety of presentations to communities, schools, and business designed to teach San José residents the facts on crime and its prevention, such as Neighborhood and Business Watch Programs.

SJPD: "Gang-motivated" vs "Gang-related" Incidents

PAINTING THE PICTURE: In an effort to better capture data that could illustrate the impact of gang crime in the City, SJPD created two new categories that would better define gang violence. When SJPD only reported on **gang-motivated** crimes/incidents it *could* appear as though there was little to no gang crime. Including the category of **gang-related** incidents allowed SJPD to provide more detailed data on crimes and incidents to better illustrate the gang problem. Having more comprehensive data has allowed the MGPTF and SJPD to better strategize on resource deployment.

A **gang-motivated incident** is an offense or incident committed by a known or suspected gang member in which the crime was committed for the benefit of, at the direction of, or in association with any criminal street gang with intent to promote, further, or assist the gang or its members. A **gang-related incident** is an offense or incident in which either the suspect or the victim is a known or suspected gang member and the evidence does not show that the gang member's affiliation had a causal relationship to the crime OR an offense or incident that has specific facts that would lead an officer to believe that the offense or incident was related to gang activity based on his or her training and experience.

Hot Spots: *A Place-Based Approach*

Research and experience shows that families do better when they live in strong and supportive communities. In short, place matters. So although San José is known as the hub of Silicon Valley, not all its residents reap the benefits. In San José we have dispersed communities that face disproportionate challenges of high poverty, concentration of gangs, crime, unemployment, under-resourced schools, and housing instability. The MGPTF has identified these areas as "Hot Spots." These areas also have unequal access to opportunity and decades of disinvestment. Fortunately, San José leadership recognizes this reality and strives to ensure that all neighborhoods become the kinds of places that enable all children and families to succeed and thrive.

San José has long had the challenge of providing citywide services (177 sq. miles) while holding a focus on those communities in most need. To that end, a tri-year analysis is done to establish the 18 "hot spots" located in San José during that timeframe. These designated areas then become the focus point for street outreach, school, family and community support. Many partnering agencies like SJPD, Probation, the District Attorney's Office and Public Health choose to overlay their initiatives and resources in the same areas, strengthening the positive outcomes desired by all.

MGPTF Programs and Services

The MGPTF has realized that there is no single approach or program to address the complexity of youth and gang violence. As such, the investment in programs and services both by internal staff and coupled with strategic CBO partnership has been paramount. This service delivery model has allowed the MGPTF to address the multiple needs of youth and families throughout San José.

The following are the current three modes of service delivery for the MGPTF:

San José Bringing Everyone's Strength Together" (BEST) Program

The BEST Program is the service funding arm of the MGPTF. The BEST Program funds a continuum of gang prevention, intervention, and aftercare services provided by qualified nonprofit service providers, targeting youth between the ages of 6-24 years who are at-risk and/or already involved in gang related crime, violence, or lifestyle. In 2016, over 3,000 youth (male and female) were served by the BEST funded service providers. All service providers selected for funding provide one or more of the eligible services listed below.

In addition to the BEST Program, the MGPTF also provides micro-grants during the summer to support pro-social, recreational, and education programs for youth.

Safe Summer Initiative Grant (SSIG)

Since 2008, the Mayor and City Council have approved annual funding for the Safe Summer Initiative Grant (SSIG) Program. The intent of the SSIG Program is to provide or enhance recreational and/or educational opportunities not normally available to the MGPTF target population during the summer months, thereby providing youth a safe environment while keeping them active and engaged in pro-social activities.

BEST Eligible Services

- Personal Transformation — Cognitive Groups
- Street Outreach and Intervention
- Substance Abuse Services
- Vocational / Job Training
- Parent Awareness and Family Support
- Case Management

Youth Intervention Services:

MGPTF Youth Intervention Services is the City's internal team that delivers services to high-risk gang-impacted and gang-intentional youth and young adults through several intervention programs. All Youth Intervention Services Programs have a strong case management component that allows staff to develop plans and strategies specific to their client's needs.

Hospital Linked Intervention Trauma to Triumph Program

The Trauma to Triumph (T2T) program is a partnership with the Santa Clara County Valley Medical Center-Trauma Unit to serve victims of individual/group assault and gang-related violence. The T2T program provides bedside support during the critical period after admissions and follow-up case management assistance to prevent re-victimization and/or help break the cycle of violence.

Clean Slate Tattoo Removal Program

The Clean Slate Program is another partnership with Santa Clara County Valley Medical Center, serving former gang-impacted or involved youth to remove their gang-related tattoos. Program participants have found them to be a barrier in furthering themselves through education and/employment. The Clean Slate Program also provides additional support and life skills services.

Safe School Campus Initiative Program (SSCI)

The SSCI Program is a partnership with 19 school districts, helping to provide a needed safety net for children and youth. SSCI implements a crisis response and communication protocol aimed at preventing and de-escalating incidents of violence on and around school campuses. The SSCI Teams are activated approximately 450 times per year by schools to help address and prevent issues of violence on and around school campuses.

Female Intervention Team (FIT)

The FIT Program provides services to high-risk, gang-impacted and gang-intentional females ages 11-24 years old. Program participants are referred by juvenile court, juvenile probation, and school districts, including alternative schools. The FIT Program provide specialized gender-responsive trauma-informed case management intervention services in preventing further involvement with juvenile justice system, diverting from gang lifestyle, and assisting with setting and achieving healthier personal and social goals. FIT leads cognitive groups at approximately 12 high schools using an evidence-based curriculum "Xinachtli," from the Compadres Network.

MGPTF San José Works Youth Jobs Initiative

The MGPTF San José Works Program engages youth in a job experience program that seeks to *build a resume and not a rap sheet.* This program provides work experience to youth ages 15–18 who reside in a designated hot spot area. The program subsidizes participant wages so that they can gain work experience at a non-profit or in a municipal job setting. Annually, the program serves over 1,000 youth.

Digital Arts Program

The Digital Arts Program has served approximately 8,000 youth since it was first launched in 2011. The Digital Arts Program engages youth ages 13-24 in various multi-media programs that encourage youth to

find artistic ways to express themselves. The program exposes youth to digital arts media platforms through an accelerated program, preparing them for high quality media creation, and a path to higher education.

Late Night Gym Program

The Late Night Gym Program (LNG) serves approximately 6,500 duplicated participants on an annual basis. The LNG Program is offered at four gym locations and provides positive alternative evening activities to youth who might otherwise seek to engage in gang-related activities, and is a proactive effort to deter and prevent gang-related violence. In addition to the open gym activities, service providers attend each location to provide information on accessing mental health services, provides life skills classes, job training, tattoo removal, record clearance and/or alcohol and drug counseling.

MGPTF Neighborhood Services Programs

The MGPTF-Neighborhood Services Programs seek to engage communities, build capacity, and address blight.

San José has long understood that communities that feel and look unsafe soon fulfil the prophecy. To combat this tipping point issue, the following programs are being implemented.

Anti-Graffiti Program

The Anti-Graffiti Program abates over 2,000,000 square feet of graffiti annually. In 2017, the program removed over 600,000 square feet of gang-related graffiti within 24 hours of being reported. The program works in coordination with the community, police department, and community based organizations to address gang-related graffiti to prevent violence.

Anti-Litter Program

The Anti-Litter Program directs its efforts to addressing litter- and trash-related blight in neighborhoods. The program works directly with residents to coordinate litter clean-up events to both engage residents and beautify their neighborhoods. The program strategically works with communities located in hot spot areas and citywide, harnessing over 40,000 hours of volunteer service.

Project Hope Program

Project Hope Cadillac/ Winchester Litter Pick Up (November 2016)

The Project Hope Program is a community capacity-building strategy that uses principles of community partnership, community development, and neighborhood empowerment. The program aims to build strong communities with viable neighborhood associations or community actions groups focused on improving the overall quality of life for the neighborhood. The end result is a neighborhood effectively utilizing city services and becoming a true partner to reestablish a safe and clean community.

The Anti-Graffiti Program abates over two million square feet of graffiti annually

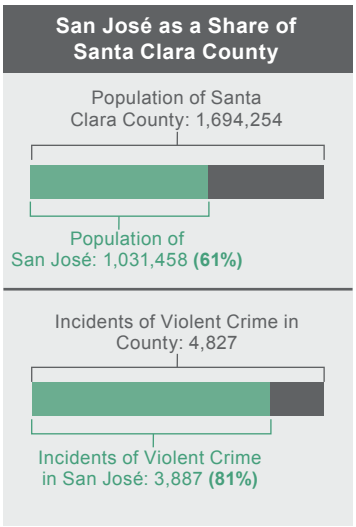
MGPTF Town Hall Meeting

Emerging Trends

Continued Crime

Despite decades of progress, there continues to be crime in San Jose. The long-term investment in the Mayor's Gang Prevention Task Force has ensured that San Jose utilizes a balance of compassion and appropriate accountability to address issues of crime among youth and young adults. This approach, ensures that the MGPTF partners continue to find innovative methods to prevent, intervene, and suppress gang-related crime.

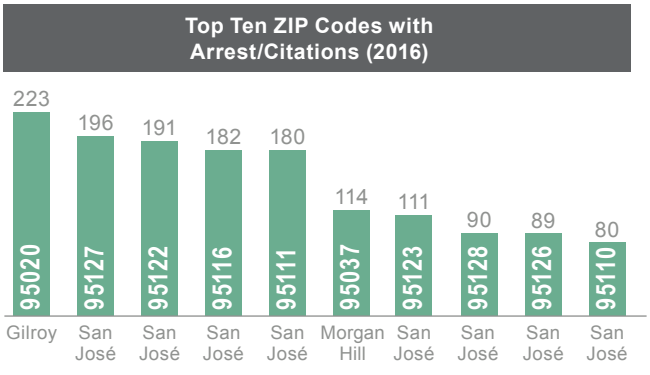
Whereas San José continues to be a city with a relatively low incidence of violent crime, at town hall meetings and in focus groups, many neighborhoods stated that crime is persistent. The data tells us that while representing only 60% of the county's population, San Jose experienced 80% of the violent crime, (this includes juvenile and adult crime). Additionally, a county-wide annual report identified ZIP Codes with the heaviest concentration of arrests and citations, the vast majority of these ZIP Codes — 82% (youth crime only) — are clustered in the San José's Eastern and Central Corridor. While gang activity is a city-wide issue, certain neighborhoods experience more day-to-day safety issues related to gangs. MGPTF-identified gang "hot spots" are all located in these impacted ZIP Codes. To address this, the MGPTF and its partners will continue to concentrate prevention, intervention, enforcement, and re-entry services in these ZIP Codes.

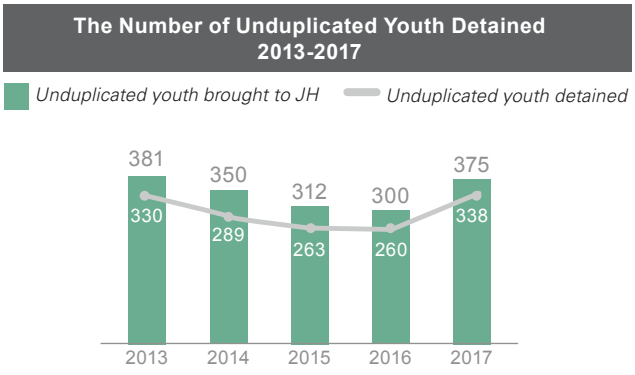


Additional data illustrates an uptick in juvenile detention from 2017 as compared to 2015 and 2016. Although the data shows slight upward and downward trends, overall detention rates have held steady over the past five years. Moving forward, the commitment remains for City and County leaders to continue to collaborate to address and drive down youth violence.

Total Number of Unduplicated Youth Detained 2013-2017

The chart below shows the number of unduplicated youth who were brought to Juvenile Hall. Each youth is counted only once per year, but may be counted across several years if the youth was detained in multiple years. In 2013, 87% of youth brought to Juvenile Hall were detained. In 2014, the ratio dropped to 83% (lowest point in five years), before it increased to 84% in 2015 and 87% in 2016. The number of unduplicated youth detained peaked at 90% in 2017.[2]





Substance Abuse

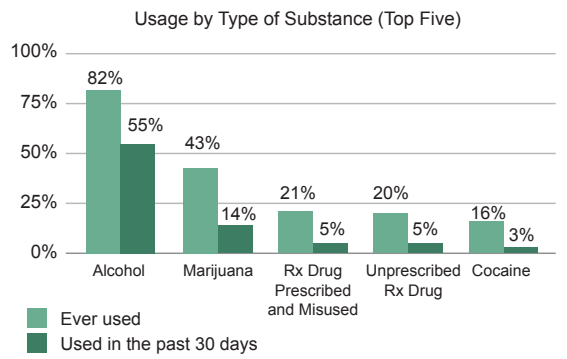
Substance use and abuse continues to be a trend of much concern as it persists in robbing our youth of their dreams, future opportunities and reaching their full potential. As illustrated in the charts on page 14, alcohol and marijuana are the two drugs most used by youth in addition to being the two drugs used at age 13 or younger. The continued advertisement of alcohol and increased availability of marijuana due to its legalization could have an impact on our youth.

[2] Source: Santa Clara County Probation Department, 2016 Annual Santa Clara County Juvenile Justice Report.

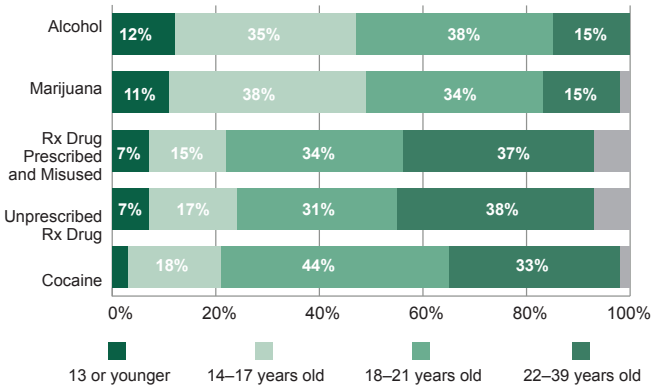
Currently, more than 60% of high school seniors report that they don't view marijuana as harmful.[3]

While marijuana and alcohol use among youth and young adults will continue to be a focus of the MGPTF, a drug that is also increasingly impacting youth served by our programs is methamphetamines. The easy access of "meth" has made the drug increasingly accessible throughout our community. Its impacts have been felt both at the individual, community and family levels. These trends will continue to be a focus of the MGPTF and its partners.

Percentage of Survey Sample Using Substances in Santa Clara County*



Age of First Drug Use

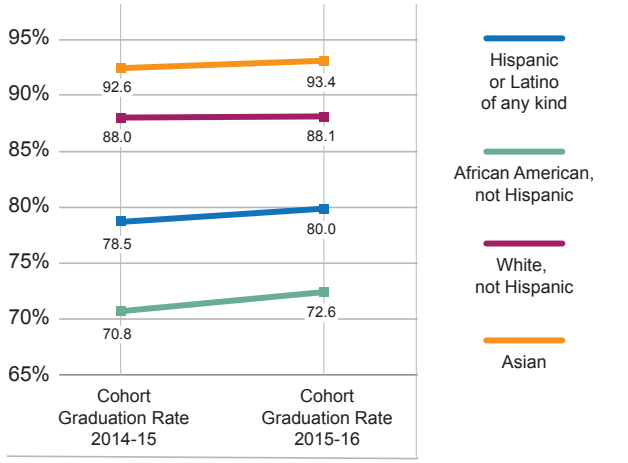


Achievement Gap

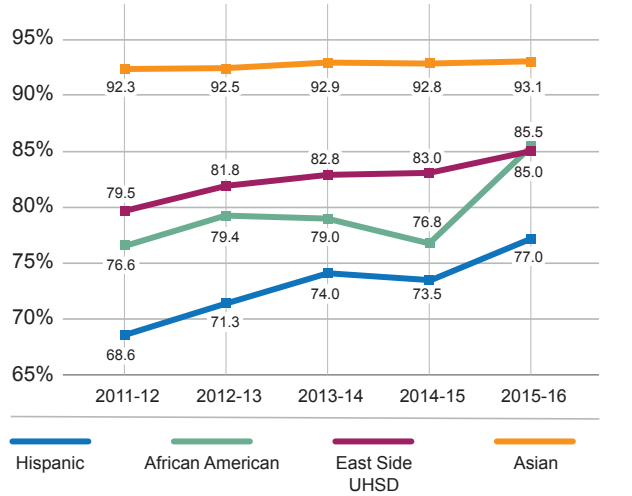
The concept of an "Achievement Gap" and its connection to the Mayor's Gang Prevention Task Force and specifically the communities and populations served continues to be an issue of focus. Statewide data illustrates that African-American and Latino students continue to graduate at rates lower than Asian-American and White students.[4] Locally African American and Latino students have struggled to graduate HS at the same rates as their counterparts; however, thanks to strong school partnerships San Jose has shown recent improvements in graduation rates. As shown San Jose's local East Side Union High School District has made gains among African-American and Latino students.

To disrupt the "School to Prison Pipeline," the Mayor's Gang Prevention Task Force in partnership with school districts and the San Jose Promise Initiative work to develop a "School to Affluence" pipeline. In Silicon Valley where innovators, dreamers, and inventors come to participate in one of the world's leading economies, it is important that the MGPTF and partner work together to address the achievement gap to ensure that youth have access to the resources and education needed.[5]

State of California High School Graduation Rates: Class of 2015 to Class of 2016



Local High School Graduates: 2010 to 2015



Definition: Percentage of public high school students who graduate from high school, based on the four-year cohort graduation rate (e.g., among California students who started high school in 2011, 82.3% graduated with their class in 2015).

3 Santa Clara County Substance Abuse Services
4 California Department of Education, News Release #17-27, April 11, 2017
5 Source: kidsdata.org

Cost of Living/Homelessness

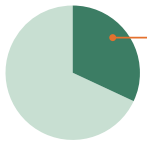
Since 2010, the City of San José is estimated to have grown by over 100,000 people.[6] Unemployment hovers below 4%,[7] the median family income is over $100,000, and housing values have almost doubled since January 2012.[8] While many are benefitting from the most recent boom, others are being left behind. Between 2010-2015 — the period of the economic recovery — the gap between San José's richest and poorest grew to be the second highest in the nation, right behind San Francisco.It is now estimated that 11% of the city's residents are living in poverty. An additional pressure on poor and working class families has been caused by an influx of workers and money into the region that has put pressure on housing stock, driving up the cost of owning or renting a home. The San José Housing Market Report states that a majority of workers can no longer afford to rent or own in the city limits, making San José the 6th least affordable city in the country.[9]

Starting in 2016, MGPTF technical team members began to regularly raise the issue of homelessness being a co-occurring issue with gang-impacted youth. While the rate of homelessness and the demographics of those impacted are notoriously hard to capture, the 2017 San José Homeless Census and Survey provided support for providers' reports of youth experiencing homelessness as a barrier to stability and transition out of gang membership. The Census and Survey estimated that homelessness rose between 2015-2017 from 4063 to 4350 and that 33% of the homeless are transitional-aged youth,[10] a demographic particularly at risk of becoming involved in a gang or organized crime.

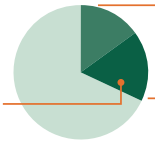
In January 2017, a local research project studied the intersection of homelessness and gang involvement. Researchers from University of Southern California administered the Homeless Youth Risk and Resiliency Survey (HYRRS). The graphs below illustrate the findings in the survey.

Issues of youth violence, vast income inequality, substance use, and homelessness illustrate the magnitude of the issues the MGPTF and its partners contend with in their everyday work. While at times daunting, partners have arrived on — and stayed committed to — specific strategies to combat gang and youth violence at both the prevention and intervention level.

Homeless Youth Risk and Resiliency Survey Highlights

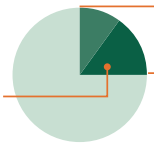


32% *of homeless youth and young adults reported that they have witnessed someone injured or killed by gun violence.*



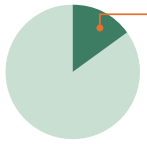
32% *have experienced gun violence.*

53% of that *was due to gang violence.*

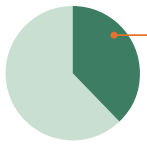


25% *of the homeless youth shared that they had been shot at in their lifetime.*

60% of those *were shot at as a result of gang violence.*

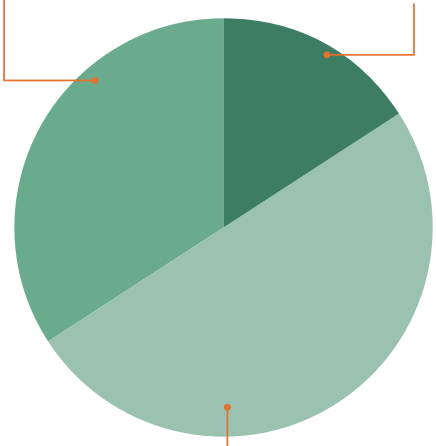


15% *of the homeless young adults reported that they have shot at someone.*



38% *of homeless youth say they have access to a gun or know how to access a gun easily.*

City of San José Household Income Distribution Levels



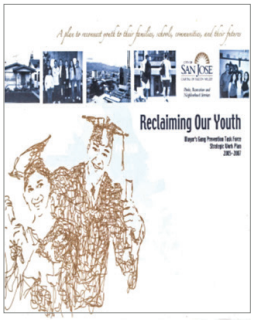
6 http://www.dof.ca.gov/Forecasting/Demographics/Estimates/E-5/
7 BLS 2017 unemployment stats, San José-Sunnyvale-Santa Clara MSA
8 https://www.zillow.com/san-José-ca/home-values/
9 http://www.sanJoséca.gov/DocumentCenter/View/62580
10 http://www.sanJoséca.gov/DocumentCenter/View/70079

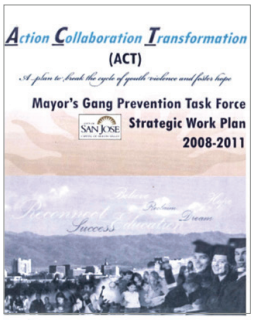
MGPTF Strategic Planning 2018-2020:

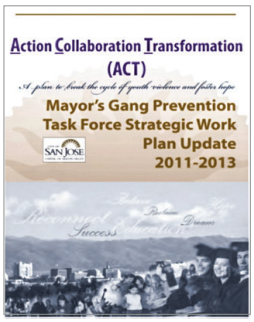
Hearing from our Community and Partners

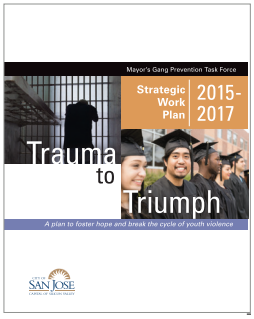
The MGPTF is a data-driven, collaborative approach to reduce and prevent youth and gang violence. This model is predicated upon having a thorough understanding of San José's communities, as well as the factors within families, neighborhoods, and schools that play a role in this problem. As such, the MGPTF has instituted the formulation of a Strategic Work Plan to mobilize and focus the collective efforts of all cross-sector stakeholder members. The Strategic Work Plan has served as a cornerstone of the collaborative approach by providing:

- A written document that reflects the collective communication and agreement of stakeholders
- Selected Goals and Objectives that all partners can contribute toward
- A vehicle to provide stakeholders measurable feedback about their collective efforts and successes.









Community Engagement Results

Over the summer and fall of 2017, MGPTF stakeholders — partners, service providers, parents, and youth — raised the following key issues for the Task Force to focus on in 2019-2020:

- **The ongoing presence of gangs in the community**
  At Town Hall events and focus groups, community members, parents, and youth expressed concern over the fact that gangs continue to have a deleterious effect in their neighborhoods. Residents reported incidence of intimidation of youth, fights between gangs, as well as burglary and auto theft.
- **Loss of a sense of community safety**
  During the strategic engagement process residents reported a heightened sense of a lack of safety in their neighborhoods. In addition to violence-related issues, they complained about specific issues that contributed to such a perception, such as a lack of street lights, overgrowth of bushes, as well as cars speeding through their neighborhoods.
- **The rise of "non-traditional" gangs/youth groups**
  Over the course of 2016-2017, the Northern California Interagency Regional Intelligence Center and the SJPD Gang Investigations Unit identified non-traditional youth groupings whose membership ranged from 12-18 years of age, whose members engaged in felony burglaries and robberies (home invasions and auto theft), and were increasingly engaged in gun related crimes. Many of the home invasions attributed to these gangs included the theft of hand guns. There was no geography, ethnicity or neighborhood that connected the youth; they coordinated their activities using text messages and social media platforms. Finding a way to curb their delinquency while also preventing further penetration within the juvenile justice system will be a key concern of the MGPTF.
- **The lack of stable housing for transitional-aged youth**
  Service providers have frequently raised homelessness or unstable living arrangements as a co-occurring factor with youth criminality. Stable living arrangements and housing is critical for young adults to make the transition to adulthood roles and responsibilities — especially those made most vulnerable by coming from communities where incomes are low and violence is high. With no reliable housing, attempts at creating a stable life/work situation are undermined.

- **The need for youth to have access to employment opportunities**
  Employment is associated with lower rates of criminal activity and recidivism. Despite a thriving regional economy, many parents and service providers emphasized that middle and high school aged youth from less affluent neighborhoods don't have access to the career exposure and education, work experience, and employment pathways that steer them in a positive direction.

Stakeholder and Partner Engagement Results

This engagement process also raised several ideas and strategies for tackling the complex and multifaceted issue of youth and gang violence. Stakeholders raised the following strategies for the 2018-2020 cycle:

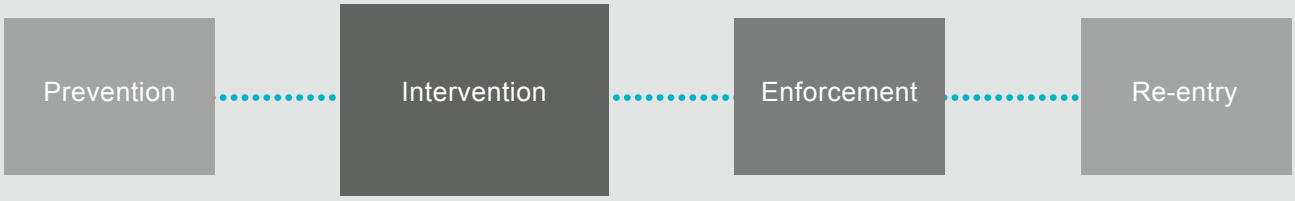
- **Reaffirming and strengthening ties between MGPTF and other service and resource providers to supply a critical continuum of services to youth at risk**
  Stakeholders identified opportunities for greater alignment across partners to leverage activities that target youth, schools, and communities to jointly tackle risk factors that contribute to risky behaviors, delinquency, and gang involvement.
- **Working directly with neighborhoods to build the capacity for advocacy**
  City-based community services are often allocated to the neighborhoods who advocate for them. Learning the ins and outs of working with city agencies and elected representatives can make a big difference in the resources a neighborhood can garner.

- **Combining data from multiple MGPTF partners to inform action and investment**
  Partners and service providers all track program outcomes and other relevant data, but there are no or limited formal agreements to share relevant data. As the capacity to store and analyze data becomes more powerful every year, the imperative to thoughtfully collect, use, and analyze data for better decision-making and to show impact also grows.
- **Continuing to invest in programming that makes a difference in gang-impacted neighborhoods**
  While not all MGPTF activities are known to the community, those that are visible are highly valued. Community members' top three programs to prevent youth violence included sports (12%), recreation (11%), and youth employment programs (9%). Many residents felt that funding these activities/programs would make a difference in preventing youth from becoming involved in gangs.

MGPTF 2019 – 2020 Strategic Work Plan Goals

During this time period, the work of the MGPTF will be guided by five strategic goals. These goals will allow the MGPTF to address those most pressing issues while continuing to deliver critical services to both prevent and intervene when youth-related gang violence occurs. These goals provide direction as to how to allocate resources, leverage partnerships, and lead the MGPTF, but also to provide the flexibility that is needed to quickly pivot to address unexpected incidents and emerging trends.

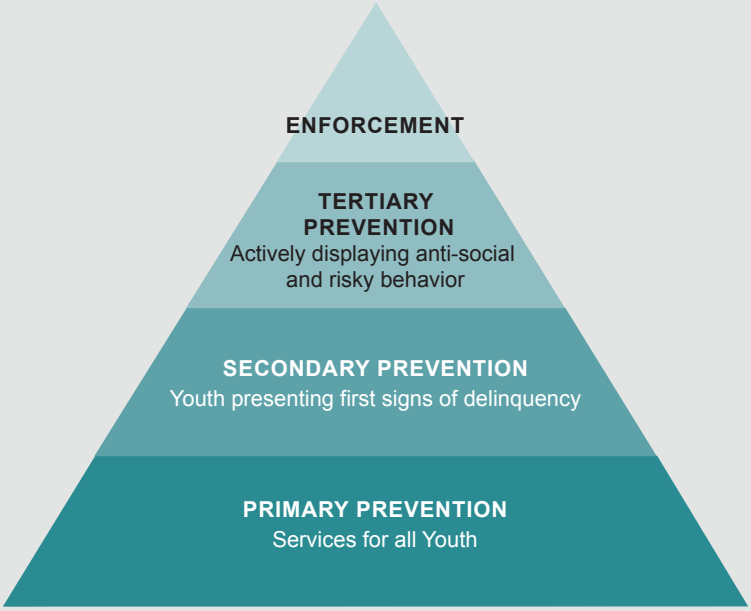
Goal 1 *Strengthen the Continuum of Care*



This goal strives to continue to build upon the solid foundation of current programs and services that are offered in the MGPTF. The ongoing commitment to strengthen the continuum of care has led to both the addition of innovative programs and adopting new approaches to service delivery while incorporating best practices into programs. As we move forward over the next three years, the objectives for this goal seek to continue to build upon the current foundation and refine the MPGTF's service delivery by exploring new frameworks, continuing to build internal staff capacity, and addressing new emerging issues.

OBJECTIVES:

- Identify additional funding sources to expand sports programs and physical recreation facilities as a part of an evidence-based approach to reduce incidence of violence, crime, and victimization among youth and young adults.
- Reassess and align BEST "Eligible Services" funding to support implementation of SWP strategic workplan goals
- Build capacity to support services for Transitional Aged Homeless Youth
- Partner with the District Attorney's Office and Public Health Department on Gun Safety and Violence Prevention strategies
- Continue to support the implementation of Evidence Informed and Based Programming with a Trauma Informed Care approach
- Continue alignment with the Public Health Violence Prevention framework



Goal 2 *Implement outcome evaluation studies of MGPTF funded programs and services with a focus on impact of services*

This goal seeks to implement a new annual evaluation process which will better evaluate MGPTF programs and services. Transitioning this to a strategic evaluation methodology will allow the MGPTF to better assess whether funds that are provided deliver the intended impact. Additionally, the MGPTF will develop strategies so that partner agencies can share information to assess the collective impact of services provided with City funds.

OBJECTIVES:

- Work with consultants to develop a new evaluation model for MGPTF Programs and services
- Strengthen data sharing agreements with MGPTF Partners (including: SJPD, SCC Probation, SCC District Attorney's Office, SCC Public Defenders Office, SCC Office of Education)
- Provide an Annual Report to the MGPTF Policy Team on Direct Impact of MGPTF Programs

Goal 3 *Develop strategies to place MGPTF youth and young adults in vocational training programs and jobs*

The data shows that not all youth and young adults in San José (Silicon Valley) have the same access to well-paying jobs that enable them to be productive citizens. The opportunity gap for youth who are high-risk and gang-impacted to compete for many of the jobs in the San José area is almost non-existent. The MGPTF and partners will increase opportunities for youth and young-adults with a focus on high-risk, gang-impacted and transitional aged youth, through training programs and job placement, in addition to seeking federal and state funding that can support this segment of our community.

OBJECTIVES:

- Enhance SJ BEST contracted services to increase jobs and vocational training capacity
- Integrate work2future resources and services to access state and federal opportunities (funding)
- Implement a SJ Works Program to provide both subsidized and unsubsidized work experience and shadowing programs
- Pilot a "Gang Impacted Construction Career Initiative" for youth and young adults
- Convene a youth jobs steering committee

Goal 4 *Increase community safety through empowered neighborhoods*

During the late 2000s the City of San José eliminated most of its neighborhood empowerment initiatives due to the Great Recession. This elimination left a void in services provided to the most marginalized communities, many of which are aligned with the MGPTF designated gang hot-spots. Early indicators state that neighborhood capacity-building strategies do have a positive effect on addressing crime and blight. Moving forward, it will be essential for the City to have a coordinated approach to providing services in these communities. This goal specifically seeks to launch a neighborhood empowerment strategy into MGPTF hot spots and link existing community capacity-building strategies to ensure a more synchronized approach for greater impact.

OBJECTIVES:

- Support and build community/neighborhood capacity in "Hot-Spot" communities to address issues of violence and blight
- Link existing community capacity-building strategies in San José to leverage resources and share best practices (i.e. MGPTF Project Hope, SCC Probation NSU, District Attorney's Office)
- Seek local, state, and federal funding opportunities to support this effort
- Conduct an evaluation of Project Hope after implementation at two sites

Goal 5 *Enhance linkage and leverage of all youth violence prevention initiatives*

The MGPTF proposes to convene and lead Violence Prevention Stakeholders who are developing polices to address youth related violence in San José. Currently there are several violence prevention initiatives providing services, who at times are vying for the same resources. A coordinated approach, led by the MGPTF:

- Could better leverage resources and planning
- Would guide the development of policies to better serve youth leading to a stronger impact, and
- Will better align and leverage contributions to have a greater impact.

OBJECTIVES:

- Inventory and convene current community and youth violence prevention strategies (e.g,. MGPTF, East Side Peace Project, School Linked Services, MBK, Opportunity Youth, others)
- Develop an Action Plan to leverage resources and increase community and youth outcomes
- Convene quarterly meetings with Violence Prevention Initiative stake-holders
- Provide an Annual Report to the MGPTF Policy Team on the Impact of this goal

MGPTF Strategic Work Plan At A Glance

Vision	Safe and healthy youth connected to their families, schools, communities, and their futures.				
Guiding Principles	We value all of our youth.	We cannot arrest our way out of this problem, and will not give up on our commitment to facilitate personal transformation.	We will address this community challenge with a community response.	We value trust-based relationships that reflect productivity, accountability, and mutual respect.	We will maintain a healthy, viable balance between redirection and accountability
Mission	We exist to ensure safe and healthy opportunities for San José's youth, free of gangs and crime, to realize their hopes and dreams, and become successful and productive in their homes, schools and neighborhoods.				
Strategic Goals	Strengthen existing Continuum of Care	Implement outcome evaluation of the MGPTF	Develop strategies to place MGPTF youth in vocational training programs	Increase community safety through empowered neighborhoods	Enhance linkages to leverage youth violence initiatives
Outcomes	Reduced gang violence	Assess impact of MGPTF programs and services	Increased opportunities for youth to engage in jobs	Informed and engaged communities	Better use of resources to address youth issues

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