

Meeting Date: 4/26/11

ACTION	TYPE OF ITEM
<input type="checkbox"/> Approved Recommendation	<input type="checkbox"/> Info/Consent
<input type="checkbox"/> Ord. No(s). _____	<input type="checkbox"/> Report
<input type="checkbox"/> Res. No(s). _____	<input type="checkbox"/> Public Hearing
<input type="checkbox"/> Other _____	<input checked="" type="checkbox"/> Other Appointment Item

Prepared By: ^{MMH} Grace Magistrale Hoffman, Deputy City Manager

Agenda Item No. Q-1

Reviewed By: City Manager [Signature] City Attorney [Signature]

Finance [Signature]

Other (Specify) _____

DATE: March 23, 2011

TO: City Council

FROM: Edmund F. Sotelo, City Manager
City Manager's Office

SUBJECT: Adoption of the Action Plan for the Strategic Action Framework for Empowered and Thriving Youth (SAFETY) Blueprint

RECOMMENDATION

That City Council adopt the Action Plan for the Strategic Action Framework for Empowered and Thriving Youth (SAFETY) Blueprint developed by the Oxnard Alliance for Community Strength.

DISCUSSION

Oxnard Alliance for Community Strength

The City of Oxnard joined the California Cities Gang Prevention Network in January 2007. In May 2008, the City of Oxnard formally adopted a Memorandum of Understanding with the National League of Cities Institute for Youth, Education, and Families (the Institute), and the National Council on Crime and Delinquency (NCCD) for this three-year project (Attachment #1).

The Alliance is a collaborative between the City of Oxnard and County of Ventura and is co-chaired by Oxnard's Mayor Thomas E. Holden and County of Ventura Supervisor Kathy Long. The Alliance leadership includes Oxnard's Mayor Pro Tem Dr. Irene Pinkard and County of Ventura Supervisor John Zaragoza. The purpose of the collaborative is to prevent violence in Oxnard, and better utilize resources. Further, the Alliance strives to reflect the voice of the community, and its aim is to include representatives from all sectors of the community. Within its membership, the structure of the Alliance is comprised of a policy team, a technical team, and the all partners team. The policy team oversees the overall mission and direction of the Alliance. The technical team oversees the implementation of the policies and strategies of the Alliance. The all partners team consists of all agencies, organizations, and

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individuals interested in promoting the Alliance. The all partners team acts as the general membership body, shares information, and provides input on prioritization of strategies, systems, and structure to achieve outcomes. Membership of the Alliance Policy Team and Technical Team are displayed in Attachment #2.

In 2007, the Institute and NCCD launched a three-year, nationally recognized thirteen-city Gang Prevention Network. Participating cities include Fresno, Los Angeles, Oakland, Richmond, Sacramento, Salinas, San Bernardino, San Diego, San Francisco, San Jose, Santa Rosa, Stockton, and Oxnard. The Network is supported by grants from the California Wellness Foundation, the California Endowment, The East Bay Community Foundation, the Richmond Children's Fund, and the Evelyn and Walter Haas, Jr. Fund. The project goals of the California Cities Gang Prevention Network can be summarized as follows:

- Reduce gang-related violence and victimization.
- Establish or improve collaboration in each City that blends prevention, intervention, and suppression, and that involves City leaders and community stakeholders.
- Get in front of the gang issue before policies based on "fear" divert funds from essential infrastructure (such as schools, police, services for children and youth) to corrections.
- Identify and document City responses to key program and policy questions (e.g., essential approaches to anti-gang efforts; what doesn't work; who must be involved, etc.).
- Forge a vibrant peer-learning network among the 13 participating cities.
- Identify state policy and practice that would support effective community practice.

Teams from each city meet regularly to improve collaborative approaches, learn from other cities, document effective practices, and discuss lessons learned.

The SAFETY Blueprint

Initiated by the Alliance, the SAFETY Blueprint was developed in 2008 during a six-month process with the participation and input of the Alliance Strategic Planning Group made up of key community stakeholders. The purpose of the SAFETY Blueprint is to describe the range of elements needed in Oxnard to increase positive outcomes for young people, and consequently, to also reduce violence, shift social norms and promote safety for all. More specifically, it can inform and guide a coordinated and collaborative effort among multiple, diverse sectors and the community that spans a prevention, intervention, and enforcement/suppression continuum.

The Blueprint encompasses a broad range of objectives across the continuum of prevention, intervention, and enforcement/suppression supported by strong community engagement. The objectives delineated in the Blueprint reflect the priorities that emerged in the planning process, which are supported by the recommended strategies to promote positive youth development and address violence in Oxnard. Additionally, outcome measures, which will indicate whether the objectives have been achieved, were identified. Finally, successful implementation and sustainability of the Blueprint

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requires appropriate structures and systems are in place. The Blueprint concludes with broad structural recommendations, which aim to ensure that structural and systems supports are developed and well-coordinated.

As a part of the planning process, the Alliance Strategic Planning Group developed a vision and shared values/principles, in which to guide and inform the implementation of the Blueprint. The Blueprint is grounded in the following SAFETY Vision:

*A thriving Oxnard in which
All people feel safe and
All young people have hope and opportunity
Supported by caring adults, strong families, and empowered communities.*

The California Endowment provided funding for the Prevention Institute to assist the City of Oxnard in developing the SAFETY Blueprint. The Prevention Institute is a nonprofit national center dedicated to improving community health and well-being by building momentum for effective primary prevention.

The SAFETY Blueprint was adopted by the City Council on March 10, 2009, and received and filed by the Board of Supervisors on April 21, 2009. The SAFETY Blueprint is Attachment #3 and is also available on the City's web page.

The Community Wisdom Narrative: Consejos Report

The Consejos Report (Attachment #4) represents a synthesis of community wisdom that emerged during an extensive community-input process. In 2008, the Oxnard Family Power Project, a project funded by the California Endowment to capture the Community's voice, organized and facilitated over a dozen community conversations called "Learning Circles" to discuss the causes of violence and solutions for preventing violence, especially as it relates to youth. Learning Circles were composed of groups of concerned persons brought together to tap into personal experience, to clarify common concerns, and to determine how to address the issues surrounding violence. The Circles included adults in selected neighborhoods, parents and teachers, youth, and service providers who work with youth and families. Policy makers and law enforcement participated in a final Learning Circle in May 2008. Over the course of several sessions participants expressed their thoughts and feelings about violence, ideas about how to prevent violence, and the vision they hold for their communities. The Consejos Report represents a synthesis of the community wisdom that emerged from these discussions.

The SAFETY Blueprint Action Plan

In 2009 and 2010, the Alliance undertook a community-based process to develop an Action Plan (Attachment #5) to prioritize the goals, strategies, and objectives of the SAFETY Blueprint. This process started in June of 2009, with the prioritizing of the goals and concluded in the Fall of 2010 with prioritized strategies. An important component of this process are recommendations on Task Forces

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focused on youth, families, schools, neighborhoods, and Citywide strategies. The goals established for these areas are as follows:

Proposed Task Forces:

- Youth Goal: Every young person in Oxnard can name a caring adult in his/her life.
- Families Goal: Every parent/guardian in Oxnard has the skills to foster positive relationships and home environment.
- Schools Goal: All schools have coordinated support for at-risk youth (in or out of school).
- Neighborhoods Goal: Highly impacted neighborhoods in Oxnard are saturated with a coordinated strategy of public and private efforts across the continuum of prevention, intervention, and suppression/enforcement.
- Citywide Goal: Every public and private agency and community member in Oxnard recognizes the importance and power of honoring and embracing cultural strengths and values in their homes, workplace and community to create safe and thriving environments.

In addition to the Task Forces designed to support each goal area, subcommittees listed below are recommended to support each functional area. Perhaps most importantly, a Youth Advisory Council is also recommended to reinforce a unified youth voice throughout this Action Plan process.

Proposed Subcommittees:

- Outreach and community engagement
- Funding and sustainability
- Data and evaluation
- Youth Advisory Council

Ad-hoc Planning Teams meet as needed when specific, limited timeframe opportunities arise.

Proposed Ad-hoc Planning Team

- Re-entry

Through focus groups and surveys conducted in Spanish and English, community input guided the prioritization of strategies to achieve each goal. The Safety Blueprint Action Plan reflects these prioritized strategies along with activities, sample indicators, action steps, and a timeline for each of the five goals.

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The Prevention Institute that originally assisted the City of Oxnard with the development of the SAFETY Blueprint facilitated the development process of the Action Plan.

Expansion of Recreation Activities Aimed at Prevention

The SAFETY Blueprint Action Plan encompasses a broad range of objectives across the continuum of prevention, intervention, and suppression activities. Some very relevant and timely prevention activities have been identified by staff:

Expand Hours at Youth Centers: Spring and summer time are excellent timeframes for expanded hours at the City's five youth centers (Colonia, Cypress, Durley, Lemonwood, and Southwinds). This proposal will allow for additional hours of operation from 5:00 p.m. to 7:00 p.m. five days a week, for ten weeks. These expanded hours will work in conjunction with the YouthTown proposal described below.

YouthTown: YouthTown is the City's latest effort to undertake youth development activities on wheels and provide the City's youth access to developmental services for safe and healthy growth whenever they make most sense. The addition of this mobile program fills gaps in the City's youth service delivery system and creates opportunities for more comprehensive youth development interventions for all youth and families in need of such services in specific areas in the City. When YouthTown is operational, the City will be able to effectively respond to youth-driven challenges and problems with more impact. This opens up a range of possibilities in aligning Recreation and non-profit groups in the City's neighborhoods.

Specifically, YouthTown makes use of the mobile activity centers. YouthTown services will include leisure and athletics, activity learning, work training, service learning, community building, and all aspects of community service. These activities shall be coordinated and integrated as much as possible with neighborhood assets such as area schools, non-profit services and programs, and all ongoing City activities in the area.

FINANCIAL IMPACT

On July 27, 2010, the City Council appropriated \$200,000 in Measure "O" funds for the Alliance SAFETY Blueprint to fund recommended strategies to promote positive youth development and address violence in Oxnard. Attachment #6 outlines the proposed uses of this funding, which includes task force support for the SAFETY Blueprint Action Plan (\$81,000), expansion of Recreation activities aimed at prevention (\$96,800), and prisoner re-entry efforts (\$22,200).

Attachment #1 - Memorandum of Understanding

Attachment #2 - Membership of Alliance Policy Team and Technical Team

Attachment #3 - SAFETY Blueprint

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Attachment #4 - Consejos Report

Attachment #5 - Action Plan

Attachment #6 - Proposed Spending Plan for Oxnard Alliance for Community Strength

Note: Attachment No. 3, SAFETY Blueprint, Attachment No. 4, Consejos Report and Attachment No. 5, Action Plan have been provided to the City Council. Copies are available for review at the Help Desk in the Library after 6:00 p.m. on the Thursday prior to the Council meeting and at the City Clerk's Office after 8:00 a.m. on Friday.

MEMORANDUM OF UNDERSTANDING

This **MEMORANDUM OF UNDERSTANDING** (the "**Agreement**") is made this 12th day of February, 2008, by and between the **National League of Cities Institute** and **National Council on Crime and Delinquency** collectively (the "**Partners**") and the **City of Oxnard, California** (the "**City**").

RECITALS

WHEREAS, gang violence harms individuals, saps community life, and comprises a disproportionate percentage of the homicides and other violent crimes committed in the nation's cities, which have risen throughout California and the nation since 2004; and

WHEREAS, the City is one of 13 municipalities in the state of California that are members of the California City Gang Prevention Network (the "**Network**"), launched by the Partners in January 2007 with the overarching goal of reducing gang-related violence and victimization in local communities; and

WHEREAS, the Network seeks to assist participating cities in the development of local action plans that blend prevention, intervention, enforcement, and the moral voice of the community in order to achieve this overarching goal; and

WHEREAS, innovation and sustained progress in reducing gang-related violence and victimization can be stimulated and supported through the development of a strong peer learning community and identification of supportive policies under the auspices of the Network; and

WHEREAS, identification and documentation of best practices in a broad array of areas are urgently needed to guide local action in cities within the Network, across the state of California, and throughout the nation; and

WHEREAS, local experience and insights in combating gang violence and reducing gang affiliation can and should inform the development of state and federal policies that are designed to support local gang prevention initiatives:

NOW, THEREFORE, the Partners and the City agree, as follows:

1. The Partners agree to:

- (a) Convene at least two in-person meetings of the Network each year, one with full city-sponsored teams and a second with lead representatives from participating cities;
- (b) Produce six periodic bulletins and strategy papers each year for distribution to Network members and other interested parties that highlight best practices and promising or innovative strategies for reducing gang violence and victimization;

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- (c) Host monthly conference calls that enable lead representatives of cities participating in the Network to share information and offer ideas for future action;
- (d) Assist participating cities in their efforts to develop jurisdiction-wide action plans that incorporate prevention, intervention, enforcement, and the moral voice of the community as key elements;
- (e) Provide additional technical assistance in writing, by phone, or on site as needed to the extent possible and consistent with funding and other project resources available to the Partners;
- (f) Create a resource bank and Web site to assist and support Network members;
- (g) Produce additional training and technical assistance tools and resources as permitted by funding;
- (h) Create and enlist the advice and support of a statewide Advisory Board ("Board"), bringing members of the Board together with Network members when feasible;
- (i) Develop, in consultation with the Network, recommendations for improving state and federal policies related to gang violence and victimization and facilitate opportunities for Network members to participate in policy debates at state and federal levels; and
- (j) Conduct a final evaluation of the Network and its effectiveness in achieving its stated goals and objectives.

2. The City agrees to:

- (a) Create or expand a jurisdiction-wide planning and action entity (e.g., a task force, commission, or council) involving key municipal and civic leaders to address the issue of gang violence;
- (b) Designate a lead representative for the City to serve as the primary liaison between this entity and the Network by participating in monthly conference calls and annual convenings of lead representatives, providing regular updates on local progress, and ensuring that the City has full access to Network assistance and resources;
- (c) Appoint a five-member team that includes representation of the mayor, law enforcement, and the broader community to participate in full meetings of the Network on at least an annual basis;
- (d) Produce, in consultation with the Partners, a local action plan summarizing key elements of a jurisdiction-wide gang prevention strategy that blends prevention, intervention, enforcement, and the moral voice of the community;
- (e) Take appropriate steps to implement this local action plan by designating an entity or individual to drive process and track results, and sharing information on significant successes, obstacles to progress, and adjustments or refinements to the gang prevention strategy in a timely manner with the Partners and other Network members;
- (f) Provide input, reactions, guidance and advice to the Partners and other Network members in the development and refinement of recommendations for improvements in state and federal policy that support local gang prevention efforts;
- (g) Be available to assist other members of the Network in peer learning; and
- (h) Participate in the project evaluation, including provision of appropriate data.

3. The Partners and the City will define other collaborative activities under this Agreement over time. Such additional activities shall be separately agreed upon, in writing, by both parties and will be made a part of this Agreement by being attached as an addendum and/or amendment to this Agreement.

4. Additional Matters:

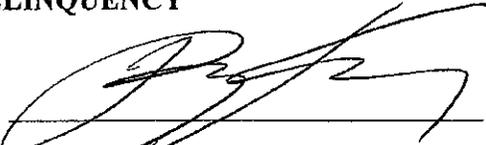
- (a) The Partners, as 501(c)(3) organizations, will not lobby for or take a position on specific legislative and policy issues. The City will be free to pursue individual legislative, regulatory and policy efforts at its sole discretion.
- (b) This Agreement shall commence on May 13, 2008 and remain in force through December 31, 2009. Either party may terminate this Agreement upon delivery of written notice to the other party.

Acknowledged and Agreed:

**NATIONAL LEAGUE OF CITIES
INSTITUTE**

**NATIONAL COUNCIL ON CRIME AND
DELINQUENCY**

By: 

By: 

Printed Name: Clifford M. Johnson

Printed Name: Barry Krisberg

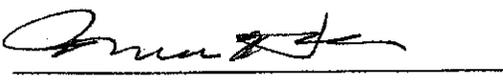
Title: Exec. Dir., YEE Institute

Title: President

City/State: Washington, D.C.

City/State: Oakland, CA

CITY OF Oxnard, Calif.

By: 

Printed Name: Thomas E. Holden

Title: Mayor

City/State: Oxnard, California

Oxnard Alliance for Community Strength

Policy Team

Mayor Thomas Holden, City of Oxnard

Mayor Pro Tem Irene Pinkard, City of Oxnard

Supervisor Kathy Long, County of Ventura

Supervisor John Zaragoza, County of Ventura

Police Chief Jeri Williams, City of Oxnard

Chief Probation Officer Mark Varela, County of Ventura

Director Dr. Robert Gonzalez, Ventura County Health Care Agency

Director Barry Zimmerman, Ventura County Human Services Agency

Juvenile Court Judge Manuel Covarrubias, County of Ventura

District Attorney Greg Totten, County of Ventura

Sheriff Geoff Dean, County of Ventura

Public Defender Stephen P. Lipson, County of Ventura

Superintendent Dr. Bob Carter, Oxnard Union High School District

Interim Superintendent Dr. Julian T. Lopez, Oxnard School District

Superintendent Dr. Nancy Carroll, Ocean View School District

Superintendent Dr. Jerry Dannenberg, Hueneme Elementary School District

Assistant Superintendent Rio School District

Stanley Mantooth, Ventura County Superintendent of Schools

President, Dr. Richard Duran, Oxnard College

Co-Charter Leader Anya Reyes, Parents of Murdered Children

Director Elaine Martinez Curry, Ventura County Partnership for Safe Families and Communities

Reverend Dave Wilson, Clergy Council

Oxnard Alliance for Community Strength

Technical Team

Efren Gorre, City of Oxnard, Community Services Manager, City Corps

Alan Hammerand, County of Ventura, Chief Deputy of Probation

Grace Magistrale Hoffman, City of Oxnard, Deputy City Manager

Sonia Kroth, County of Ventura, Human Services Agency, Community Relations Manager

Barbara Marquez-O'Neill, Community Consultant Prevention and Intervention Strategies

Mike Matlock, Gang Reduction Coordinator

Edgar Mohorko, Youth Outreach & Gang Intervention Consultant

Proposed Spending Plan for Oxnard Alliance for Community Strength
(Originally appropriated by City Council on July 27, 2010)

Safety Blueprint Action Plan Support:

- \$21,000 (\$7,000 per year) for Action Plan Task Force support.
- \$30,000 (\$10,000 per year) for Action Plan translation and interpretation services.
- \$30,000 (\$10,000 per year) for Action Plan evaluation.

Expansion of Recreation Activities Aimed at Prevention:

- \$44,000 for expansion of spring/summer hours for youth centers Citywide (Colonia, Durley, PAL, South Oxnard Center, and Southwinds).
- \$52,800 for expanded youth development on wheels (Youthtown) including deployment of mobile activity centers.

Prisoner Re-entry Efforts:

- \$22,200 for a prisoner re-entry program contract (total contract amount is \$44,400 with the County of Ventura contributing \$22,200) for a joint City/County partnership.