Meeting Date: 12 / 08 / 09

ACTION	TYPE OF ITEM
☐ Approved Recommendation	☐ Info/Consent
☐ Ord. No(s). _____	■ Report
☐ Res. No(s). _____	☐ Public Hearing
☐ Other _____	☐ Session Study

Prepared By: Grace Magistrale Hoffman, Deputy City Manager GMH Agenda Item No. O-1

Reviewed By: City Manager KEB City Attorney Finance Other *(Specify)*

DATE: November 30, 2009

TO: City Council

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

SUBJECT: **Citywide Gang Prevention Efforts**

RECOMMENDATION

Receive a report and provide direction to the City Manager on the City's gang prevention efforts.

BACKGROUND

The City of Oxnard has had a comprehensive gang prevention program for many years. Over the past three years, these activities have been supplemented with the creation of the Oxnard Alliance for Community Strength (Alliance). The City's efforts and activities are far reaching and a wide number of organizations and granting agencies are involved. For summary purposes, Attachment #1 is a helpful resource of the organizations involved in the gang prevention efforts. The purpose of this report is to provide information on all the City's gang prevention efforts.

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 #2).

The Alliance is lead by Oxnard City Council representatives, Mayor Thomas E. Holden and Mayor Pro Tem Andres Herrera. The purpose of the collaborative with the County of Ventura (represented by Supervisor Kathy Long and Supervisor John Zaragoza) 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 and a technical 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. Membership of the Alliance Policy Team and Technical Team are displayed in Attachment #3.

The Institute and NCCD have 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 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 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 #4 and is also available on the City's web page.

The SAFETY Blueprint Action Plan

The Alliance is currently undertaking a community-based process to develop an Action Plan to prioritize the goals, strategies, and objectives of the SAFETY Blueprint. This process started in June with the prioritizing of the goals and is expected to conclude by the end of the calendar year with prioritized strategies. An important component of this process are ad hoc committees focused on youth, families, schools, neighborhoods, and Citywide strategies. The goals established for these areas are as follows:

- Every young person in Oxnard can name a caring adult in his/her life.
- Every parent/guardian in Oxnard has the skills to foster positive relationships and home environment.
- All schools have coordinated support for at-risk youth (in or out of school).
- 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.
- 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.

Additionally, a Citywide survey will be distributed to a wide range of community members and groups to gain input and insight. This survey will be available in English and Spanish, and will be in electronic format ("Survey Monkey") and hard copy (Attachment #5).

The Prevention Institute that originally assisted the City of Oxnard with the development of the SAFETY Blueprint last year is currently facilitating the development process of the Action Plan.

Current Consultant Contracts

An important component of the City's gang prevention strategies is the use of expertise in the form of consultant contracts. The City currently funds, or partially funds, several outside consultant contracts to assist with the gang prevention efforts. These are as follows:

- ❒ Community Consultant on Prevention and Intervention Strategies. City funding is $50,500 and the County of Ventura funding is $50,000 for a total of $100,500 annually.

  The Community Consultant provides the City with the expertise to ensure that each city and county project informs and interweaves with the others for a comprehensive approach to the City's youth development and violence prevention efforts. The Community Consultant has experience in community building and provides on-going opportunities for community engagement and empowerment at a grassroots level, as well as on-going support and experience in culturally proficient service provision and systemic change. Some major accomplishments include the following:
  - Connected the City of Oxnard to the California Cities Gang Prevention Network through a relationship with The California Endowment (TCE)
  - Co-authored two successful TCE grants ($641,443 over three years)
  - Co-authored the Community Wisdom Narrative: Consejos report
  - Established the connection and sought funding for the Prevention Institute to assist the City in building a strong foundation for successful implementation of strategic activities developed from its SAFETY Blueprint and the Oxnard Family Power Project's Community Wisdom Narrative: Consejos report
  - Provided a TCE project evaluator, Dr. Jamshid Damooei, from Cal Lutheran University
  - Assisted Dr. Jamshid Damooei in writing the narrative for the 2008 Project Evaluation Report for Preventing Violence in the City of Oxnard
  - Coordinated and/or co-facilitated youth and adult community Learning Circles and Family Activism workshops with over 500 participants in English and Spanish.

- ❒ Youth Outreach and Gang Intervention Consultant from Social Outreach Service (SOS). Total City funding is $100,000 annually.

  Street outreach, performed by SOS, has been underway well before the CalGRIP grants were received. Since July 2008, SOS has distributed over 10,000 peace flyers in various neighborhoods throughout the City, and over 3,000 youths and 1,000 families have been contacted by outreach staff and volunteers. Those contacts have included 450 high-risk gang members, taggers, and their siblings. Additionally, SOS participated in over 180 youth interventions, with 80 occurring in schools. SOS has also recruited 43 volunteers for community outreach, 30 volunteers for gang intervention, and six new congregations to assist with the outreach efforts.

- Prevention Institute to facilitate the Action Plan for prioritizing strategies in the SAFETY Blueprint. City funding is $10,000, and the funding from The California Endowment is $40,000, for a total of $50,000.

  In collaboration with the Alliance, the Prevention Institute has laid the groundwork for the Action Plan by facilitating the development of the SAFETY Blueprint, a comprehensive framework of prevention, intervention and suppression strategies. Building on the outcomes of the initial strategic planning process, the Prevention Institute will facilitate prioritization meetings with the Alliance and its community partners to identify specific priorities and supporting activities for the City, based on the SAFETY Blueprint. Technical assistance calls will provide answers/offer advice about issues that may arise during the process. The Prevention Institute's primary role will be to provide support in developing an action plan so that the City of Oxnard can move to implementation of the SAFETY Blueprint with well developed structural and system supports in place.

Potential Consultant Contracts

Some future areas for discussion include the following:

- Gang Prevention Coordinator to coordinate California Gang Reduction, Intervention, and Prevention Grant (CalGRIP), the Regional Anti-Gang Intelligence Led Policing Grant, and the Alliance work. A contract is currently being prepared for a Gang Prevention Coordinator. Funding will be approximately $125,000. Duties and responsibilities will include the following:

  Operation Peaceworks
  - Oversee development of the "Operation Ceasefire" model into a local application aimed at those youth most involved in gang violence
  - Manage the grant and ensuing program
  - Merge the operation of the grant with the associated Transformation Works grant
  - Standardized training for Operation Peaceworks street outreach workers
  - Develop an aggressive public education program on all anti-gang activities
  - Oversee youth referrals
  - Develop a database to track youth from referral to conclusion
  - Work with the Police Department towards developing a Firearm Interdiction Program

  Regional Anti-Gang Intelligence Led Policing Grant
  - Develop a system of coordinators to establish lead contacts with every law enforcement agency in Ventura, Santa Barbara, and San Luis Obispo Counties in order to build a human intelligence network
  - Develop a secure internet-based law enforcement intelligence-sharing network for the tri-counties to facilitate communication between the human network
  - Assist the regional network in utilizing the information gathered to facilitate anti-gang intelligence led policing

- Develop an internet-based network for prevention/intervention service providers to interact, track clients and post grant opportunities as well as host discussion forums
- Work with the lead contacts and service providers to mesh suppression with prevention and intervention.

Alliance

- Coordinate the present and potential activities of the Alliance
- Keep Policy Team appropriately advised of developments
- Assist with the development of an action plan for the SAFETY Blueprint
- Develop a website for the Alliance
- Seek anti-gang grant opportunities
- Develop logos and slogans to help advance the Alliance and its mission
- Develop a grassroots "community empowerment" outreach to enlist resident involvement in reporting gang activity and in participating in gang prevention intervention activities

❒ Funding to develop and initiate prisoner re-entry efforts and activities. Funding would be in the range of approximately $30,000 to $40,000. Duties and responsibilities will include the following:

- Research best practices for a re-entry program.
- Establish opportunities for housing, employment, mentoring, counseling, and job training.
- Define numbers and statistics that could be reached with a proposed re-entry program.

Grants

In 2009, the City of Oxnard received two CalGRIP grants. The first of the CalGRIP grants titled "Operation Peaceworks" ($399,690) went to the City directly and the second CalGRIP grant titled "Transformation Works" ($500,000) went to a partnership comprised of City Impact, the Clergy Council, and City Corps.

Operation Peaceworks
($399,690 over two years: April 2009 to March 2011)
Operation Peaceworks is a CalGRIP grant which provides a partnership among the Oxnard Police Department, City Corps, the Clergy Council, and the Parents of Murdered Children. This grant is modeled after the Boston "Operation Ceasefire" effort and is targeted at 100 of the most active gang members in the City with the goal of a short-term reduction in major gang violence.

In the few short months since work has begun in the CalGRIP grant funded Operation Peaceworks, much has been accomplished. Street outreach workers (one funded, many others volunteer) led by the Youth Outreach and Gang Intervention Consultant have responded to gang homicide scenes and followed up with outreach in affected neighborhoods. During incident responses and block parties, over 630 youth have been contacted. Flyers sweeps have resulted in visits to 1430 households, resulting in contact with 632 individuals. While 2009 gang homicides spiked up in the first two months (four homicides), there has only been one since the intensive outreach. A working group for Operation Peaceworks has been brought together and planning is nearing completion on a program for placing the highest risk gang members in a City Corps job training program. Two youth focus groups have also

augmented the working groups effort to develop a community led outreach to mobilize residents to become involved in the City's efforts at stopping gang violence.

Operation Peaceworks Resources

Organization	Staffing
Clergy Council	Outreach Coordinator (Full-Time)
Clergy Council	Clerical Assistant (Part-Time)
City Corps	Project Coordinator (Full-Time)
City Corps	(2) Team Leaders (Full-Time)

This grant is projected to accomplish the following activities and outcomes:

- Referral of 100 of the most active gang members to a six-month job training and community service program at City Corps.
- Participate in California Safe Communities Partnership and receive technical assistance to implement grant.
- Street outreach contact with 2,400 persons over two years while responding to violent gang incidents as dispatched by the Police Department.
- Conduct 8 block parties over two years in gang-influenced neighborhoods reaching over 2,400 persons.
- Deploy outreach teams to provide service and referrals to 2,352 youth over two years.
- Decrease violent gang crime by 5 percent in the first year and by 20 percent in the second year.
- Develop a firearm reduction plan resulting in an increase in gun confiscations by 10 percent in the first year and an additional 10 percent in the second year.
- Reduce "shots fired" calls to the Police Department by 10 percent in the first year and an additional 5 percent in the second year.
- Create a public outreach that extends into the schools and community groups.

Transformation Works
($500,000 over 21 months: July 2009 to March 2011)
Transformation Works is a CalGRIP grant which provides a partnership among City Impact, the Clergy Council, and City Corps. This grant provides intensive case management for a minimum of 80 eligible at-risk and high-risk youth, for ages 14 to 24 years old. This number includes 60 youth from Operation Peaceworks and will provide the following services guided by an assigned case manager who will develop an individualized service plan:

Transformation Works Resources

Organization	Staffing
City Impact	Program Director (Full-Time)
City Impact	Case Manager (Full-Time)
City Impact	Compliance Manager (Part-Time)
Clergy Council	Case Manager (Full-Time)
City Corps	Case Manager (Full-Time)

- Mentoring
- Counseling
- Educational assistance (GED or other)
- Job application skill training (resume writing, interviewing)
- Leadership training
- Support groups

Gang Violence Suppression Grant
($275,000 over one year: June 2009 to June 2010)
The Gang Violence Suppression Grant is a state grant which provides a partnership among Oxnard Police Department, the District Attorney, the County Probation Agency, the Oxnard School District, and City Impact.

The Gang Violence Suppression grant funding has been reduced substantially over the past few years and it is expected that it will shortly be merged with the CalGRIP program. This grant has served the City well, however, and has provided a strong relationship among the participating partners. On the suppression side, there has been enforcement officer salaries paid, secretarial support, a dedicated prosecutor to assure maximum punishment for those convicted of violent crime, and probation officer salaries paid to provide for a closer level of supervision of the most serious offenders. In terms of prevention and intervention, there has been an after-school theatrical program provided at a middle school; well over a hundred gang awareness presentations have been presented to parents, teachers, school staff and other community groups; counseling has been provided to 361 troubled youth and families; and over 400 youth have received mentoring services. This grant provides the following activities:

Gang Violence Suppression Resources

Organization	Staffing	
Police Department	Police Officer	This grant provides partial funding for all these full-time positions.
Police Department	Admin Secretary	
District Attorney	Deputy District Attorney	
Probation Agency	Deputy Probation Officer	
Oxnard School District	After-School Coordinator	
City Impact	Mentoring Coordinator	
City Impact	Project Director	

- Coordinate a multi-discipline approach.
- Enhance gang member identification and apprehension.
- Enhance Street Terrorism Enforcement and Prevention (STEP) Act prosecutions.
- Enhance prosecution of witness intimidation.
- Intensify supervision of intensive caseload probationers by reducing caseload.
- Provide mentoring.
- Enhance after-school program at middle school.
- Provide after-school tutoring.
- Provide gang awareness presentations.

Regional Anti-Gang Intelligence Led Policing Program Grant
($200,000 over 20 months: July 2009 to March 2011)
The Regional Anti-Gang Intelligence Led Policing Program is a Police Department grant. Funding is for $200,000 over a two-year period. Activities under this grant include the following:

- Create a regional network of gang officers representing each agency in San Luis Obispo, Santa Barbara, and Ventura Counties.
- Utilize the network to share gang intelligence information.
- Build a secure website to facilitate information sharing.
- Utilize the network to engage service providers in each respective community in order to coordinate gang prevention, intervention, and suppression.
- Build a website for service providers to facilitate coordination as well as provide electronic referrals and client-tracking.
- Build a public website to serve as a resource to link those seeking help with a child or family member to available services and information, as well as showcasing the community efforts at combating gang violence.

The California Endowment Grant
($481,050 over two years: November 2008 to October 2010)
The California Endowment Grant is a collaborative among the Alliance, the Partnership for Safe Families & Communities for Ventura County, the Designated Child Abuse Prevention Council and Cabrillo Economic Corporation, Inc. as the fiscal and lead agency. The Collaborative meets quarterly to build relationships and guide the grant process. The Collaborative mission is "to realize the power of our combined resources to advance peace and well-being in our communities."

The grant purpose is to engage community residents and local leaders in Oxnard in the implementation of a primary prevention-oriented strategic framework designed to decrease youth and gang violence. The project is called the Oxnard Community Peace Project and includes the following activities:

- Prevention Institute to assist with the Alliance Action Plan.
- Workshops to teach family activism.
- Community leadership development for advocacy, planning, and action.

- School and community-based strategies, such as safe passages to school, safety from bullying in classrooms and safe school restrooms.
- Youth-focused strategies (youth councils, mural project, community gardens, neighborhood cleanup)
- 2010 Summit to focus on the City of Oxnard's violence prevention efforts over the last three years.

Gang Suppression

The City also dedicates a significant amount of time and funding to gang suppression. The Police Department annually dedicates approximately $3,800,000 to gang suppression, including two Sergeants, 18 Officers, four Detectives, one Commander, and partial funding for one Secretary. Additionally, approximately $300,000 for two Deputy District Attorneys is funded by the City toward gang prosecutions and injunctions.

Beginning in 2005, civil injunctions were obtained against the two most violent Oxnard street gangs. These injunctions place limitations on the activities of the served members of either of these two gangs in areas, called safety zones, where the historical violence has been most prevalent. In the years surrounding the issuance of the injunctions, violent gang crime dropped to its lowest levels this decade. Enforcement of the injunctions remains a high priority on the suppression side as it often stops the activities that are precursors to violent assaults.

CONCLUSION

The City has accomplished much in the very short time the Alliance has been in existence. Most notably are the grant opportunities that have been applied for and received. To date, whether received by the City or a closely associated entity, the Alliance has been part of approximately $1,855,000 in grant funding. Much of this funding was received in 2009 so the ambitious youth development and gang prevention work that started in previous years will be expanded upon.

The development of the SAFETY Blueprint and adoption by the City Council earlier this year is a significant action that all members of the community can be proud of. Equally important is the current process of the SAFETY Blueprint Action Plan that focuses on youth, families, schools, neighborhoods, and Citywide strategies. This is a comprehensive framework of prevention, intervention, and suppression activities that will promote positive youth development and subsequently reduce gang violence in the community.

FINANCIAL IMPACT

The financial impacts associated with the efforts discussed in this report are currently funded in the FY 2009-2010 Budget, or by state or federal grants. Any future recommendations for costs or programs will be considered with the development of the City's budget.

Attachment #1 - Summary of Organizations Involved in Gang Prevention Efforts
#2 - Memorandum of Understanding

#3 - Membership of Alliance Policy Team and Technical Team
#4 - SAFETY Blueprint
#5 - Community Survey

Note: The SAFETY Blueprint (Attachment #4) has been provided to City Council under separate cover. Copies for review are available at the Help Desk in the Library after 6:00 p.m. on Thursday prior to the Council meeting and in the City Clerk's Office after 8:00 a.m. on Friday. The SAFETY Blueprint is also available on the City's webpage.

Summary of Organizations Involved in Gang Prevention Efforts
Oxnard Alliance for Community Strength
(and associated groups)

National League of Cities – California Gang Prevention Network
In September 2006, the National League of Cities (NLC), through its Institute for Youth, Education, and Families (YEF Institute), and the National Center on Crime and Delinquency (NCCD) launched a network of 13 California cities to identify successful policies and practices for reducing gang violence. The California Cities Gang Prevention Network is helping shed light on local anti-gang strategies from which other cities across the nation can learn. Jack Calhoun and Andy Moore, the project's consultants, are Senior Fellows with the NLC.

National League of Cities
The National League of Cities (NLC) is the oldest and largest national organization representing municipal governments throughout the United States. Its mission is to strengthen and promote cities as centers of opportunity, leadership, and governance. Working in partnership with the 49 state municipal leagues, NLC serves as a resource to and advocate for the more than 19,000 cities, towns, and villages it represents.

National League of Cities Institute for Youth, Education, and Families
The Institute for Youth, Education, and Families (YEF Institute), a special entity within NLC, helps municipal leaders take action on behalf of the children, youth, and families in their communities. Responsive to municipal leaders on a wide range of issues, the YEF Institute focuses on five core program areas: education and afterschool; youth development; early childhood success; safety of children and youth; and family economic success. Clifford Johnson is currently the Executive Director for the YEF Institute.

National Council on Crime and Delinquency
The National Council on Crime and Delinquency (NCCD), founded in 1907, is a nonprofit organization that promotes effective, humane, fair, and economically sound solutions to family, community, and justice problems. NCCD conducts research, promotes reform initiatives, and seeks to work with individuals, public and private organizations, and the media to prevent and reduce crime and delinquency. Angie Wolf, the project's evaluator is employed by the NCCD.

The California Endowment
The California Endowment (TCE) is a private, statewide health foundation that was created in 1996 as a result of Blue Cross of California's creation of WellPoint Health Networks, a for-profit corporation. This conversion set the groundwork for our mission: *The California Endowment's mission is to expand access to affordable, quality health care for underserved individuals and communities, and to promote fundamental improvements in the health status of all Californians.* The California Endowment's vision for a healthy California involves more than the absence of disease. It is a state where community members and policymakers work together to improve health and health care, and there is respect for the experience and knowledge of the people who are the most directly affected by health disparities. It is a state where all Californians have a strong sense of self-worth and practice healthy lifestyles, where diversity is a source of strength

for communities, where health problems are addressed promptly and effectively to minimize their consequences, and where prevention is a shared agenda and partnership is the norm.

The California Endowment provided funding for the Prevention Institute to assist the City of Oxnard in developing the 'Safety Blueprint". Most recently, The California Endowment has provided funding for the Prevention Institute to assist the City of Oxnard with the Implementation Workplan.

The California Endowment Grant

The California Endowment (TCE) Grant is a collaborative among the Oxnard Alliance for Community Strength, the Partnership for Safe Families & Communities for Ventura County, *the Designated Child Abuse Prevention Council* and Cabrillo Economic Corporation, Inc. as the fiscal and lead agency. The Collaborative meets quarterly to build relationships and guide the grant process. The Collaborative mission is *to realize the power of our combined resources to advance peace and well-being in our communities.* The grant period commenced on November 1, 2008 and will end on October 31, 2010.

The grant purpose is to engage community residents and local leaders in Oxnard in the implementation of a primary prevention-oriented strategic framework designed to decrease youth and gang violence. The project is called the Oxnard Community Peace Project.

TCE grant activities include:

1. Prevention Institute to assist with the Alliance Implementation Workplan
2. Workshops to teach family activism
   - Dr. Roberto Vargas to conduct and the Partnership for Safe Families to provide registration.
3. Community leadership development for advocacy, planning and action
   - Host learning circles
   - Convene partners and community members to discuss policy change opportunities
4. School and community-based strategies
   - Early warning systems
   - School board resolutions for safe passages to school, safety from bullying in classrooms and safe school restrooms
   - Cultural awareness program to build understanding, pride and inclusion of parents as resources
5. Youth focused strategies
   - Youth councils
   - Mural Project
   - Community gardens
   - Neighborhood cleanup
6. 2010 Summit
   - Partnership will facilitate the summit with collaborative partners
   - Focus on the City of Oxnard's violence prevention efforts over the last three years

The grant amount is for $481,050 over a two year period.

The Prevention Institute

The Prevention Institute is a non-profit national center dedicated to improving community health and well-being by building momentum for effective primary prevention. Primary prevention means taking action to build resilience and to prevent problems before they occur. The Institute's work is characterized by a strong commitment to community participation and promotion of equitable health outcomes among all social and economic groups. Since its founding in 1997, the organization has focused on injury and violence prevention, traffic safety, health disparities, nutrition and physical activity, and youth development.

Rachel Davis is the Managing Director of the Prevention Institute and assisted the City of Oxnard in the development of the "Safety Blueprint". Rachel Davis and Erica Valdovinos are currently assisting with the development of the Implementation Workplan.

Oxnard Alliance for Community Strength

Led by Mayor Thomas Holden, Supervisor Kathy Long, Mayor Pro Tem Andres Herrera and Supervisor John Zaragoza, the Oxnard Alliance for Community Strength ("Alliance") is a collaborative between the City of Oxnard and the County of Ventura to prevent violence in Oxnard. 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 and a technical 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 mission of the Alliance is:

To develop and provide coordinated resources
to create a safe environment for our youth and families
in their homes, schools and communities.

Safety Blueprint

Initiated by the Oxnard Alliance for Community Strength, the SAFETY *Blueprint* was developed in a six-month process with the participation and input of the Alliance Strategic Planning Group and key community stakeholders. 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 and prioritized. Finally, successful implementation and sustainability of the *Blueprint* 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.* Thus, the *Blueprint* is grounded in the 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.

Operation PeaceWorks

The City was awarded a two-year, $400,000 CalGRIP Cities grant effective April 1, 2009. The main focus of the grant is to implement the Boston "Operation Ceasefire" model, although the City's "Operation Peaceworks" has additional components. The basic premise of this model is to identify those youth most involved in gang violence, use a team representing the system and the community to put them on notice that they are known and a focus of law enforcement, and then offer them a work training alternative to the very probably incarceration that will follow if they do not. As part of the Operation Ceasefire implementation, the City became part of the California Safe Community Partnership (under the direction of Paul Seave, Director of the Governor's Gang and Youth Violence Policy Office) which qualified the City to share with four other cities in $1M additional technical support. Further, the City's involvement in that partnership was directly responsible for City Impact receiving a $500,000 grant which was an extension of the CalGRIP Workforce Investment Act (WIA) program. The City has been directed to work together with City Impact to modify their original proposed project so that their grant will further the goals of Operation Peaceworks. Other components of Operation Peaceworks include street outreach, public outreach, and gun interdiction. Sub-contractors include the Clergy Council, Oxnard City Corps, and Parents of Murdered Children.

Transformation Works

City Impact was awarded a two-year $500,000 CalGRIP Workforce Investment Act grant. Other partners includes the Clergy Council, City Corps, Ventura County Probation Agency and Workforce Investment Board. The goal of this grant is to provide intensive case management services for youth ages 14 to 17 years of age, and for adults 18 to 24 years of age. The grant includes a wide range of activities from job preparation, education, and placement.

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

By: Clifford M Johnson

Printed Name: Clifford M. Johnson

Title: Exec. Dir., YEF Institute

City/State: Washington, D.C.

NATIONAL COUNCIL ON CRIME AND DELINQUENCY

By: [signature]

Printed Name Barry Krisberg

Title: President

City/State: Oakland, CA

CITY OF Oxnard, Calif.

By: [signature]

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 Andrés Herrera, City of Oxnard
Supervisor Kathy Long, County of Ventura
Supervisor John Zaragoza, County of Ventura
Police Chief John Crombach, City of Oxnard
Karen Staples, Ventura County Chief of Probation
Director Mike Powers, 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 Bob Brooks, County of Ventura
Interim Superintendent Dr. Bob Carter, Oxnard Union High School District
Superintendent Dr. Anthony Monreal, Oxnard School District
Superintendent Dr. Nancy Carroll, Ocean View School District
Superintendent Dr. Jerry Dannenberg, Hueneme Elementary School District
Superintendent Sherianne Cotterell, Rio School District
Stanley Mantooth, Ventura County Superintendent of Schools
President, Dr. Richard Duran, Oxnard College
Marisa Martinez, Parents of Murdered Children
Director Elaine Curry, Ventura County Partnership for Safe Families and Communities
Ron Urzua, Clergy Council

Oxnard Alliance for Community Strength

Technical Team

Alan Hammerand, County of Ventura
Sonia Kroth, County of Ventura
Mike Matlock, City of Oxnard
Gil Ramirez, City of Oxnard
Efren Gorre, City of Oxnard
Grace Magistrale Hoffman, City of Oxnard
Barbara Marquez-O'Neill, Consultant
Edgar Mohorko, Consultant

Oxnard Alliance for Community Strength: Community Survey

WELCOME

The Oxnard Alliance for Community Strength (the Alliance) invites you to participate in its community survey. Your input is important to us! The Alliance is working on an Action Plan to make our community safer and provide healthier choices for our youth to succeed. **Please help us choose which activities are most important to the community**. The survey is anonymous and will take about 10 minutes to complete.

The Alliance is a partnership between the City of Oxnard, the County of Ventura, schools, community groups and individuals. Our vision is: **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.**

We cannot accomplish our vision alone. The success of our efforts depends on the cooperation among individuals, parents, youth, elders, schools, businesses and private and public agencies. We all bring something valuable to the table. **Together we will find the needed resources to achieve our common vision.**

Thank you for your valuable input!

The Alliance has adopted four goals that were chosen with community input. They are:

- Every young person in Oxnard has a caring adult in his/her life.
- Every parent/guardian in Oxnard can foster positive relationships and home environments.
- All schools have coordinated support for at-risk youth (in and out of school).
- 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.

To be added to our mailing list or for more information, please contact Luly Lopez at luly.lopez@ci.oxnard.ca.us or call her at 385-8017.

Optional:

Name: _____ Phone number: _____

Address: _____ Email: _____

Check all that apply:

- ❑ I live in Oxnard
- ❑ I work in Oxnard
- ❑ I go to school in Oxnard
- ❑ I recreate/play in Oxnard
- ❑ I own a business in Oxnard
- ❑ None of the above

Check all that apply. I am a:

- ❑ youth
- ❑ parent
- ❑ grandparent
- ❑ senior
- ❑ community member
- ❑ service provider: Type:_____
- ❑ Other_____

Goal 1: Every young person in Oxnard has a caring adult in his/her life.

To achieve this in Oxnard, pick 4 that are most important to you.

- ❑ Positive relationships between youth and adults
- ❑ Employment for youth
- ❑ Jobs skills training for youth
- ❑ Internships for youth
- ❑ Opportunities for youth to volunteer in their communities
- ❑ Quality, affordable after-school activities, such as sports, art, writing, connecting to nature, drama, dancing
- ❑ Affordable transportation for youth to participate in after-school and other activities
- ❑ Good relations between law enforcement and youth
- ❑ More adults (parents, community members) on school campuses
- ❑ More mentoring programs for youth
- ❑ Local groups like businesses and churches 'adopt' schools and afterschool programs
- ❑ Adults are trained to relate to and connect with young people

Additional Comments (Optional):_____

_____

_____

_____

Goal 2: Every parent/guardian in Oxnard can foster positive relationships and home environments.

To achieve this in Oxnard, pick 4 that are most important to you.

- ❑ Opportunities to learn new parenting skills that include how children learn and develop
- ❑ Community education about available services
- ❑ Parents/guardians supporting each other
- ❑ Parents develop leadership skills to use in their communities
- ❑ Parents learn how to communicate concerns to public and private agencies
- ❑ Families have case management, family support and coordinated services to reduce school failure, violence and/or gang involvement
- ❑ Parents participate in school and community activities
- ❑ Affordable activities for families
- ❑ Opportunities for all family members to participate in meaningful activities
- ❑ Affordable childcare options
- ❑ Support services for families that are based in schools
- ❑ Support services for families with a member returning from prison or detention

Additional Comments (Optional):_____

_____

_____

_____

Goal 3: All schools have coordinated support for at-risk youth (in or out of school).
To achieve this in Oxnard, pick 4 that are most important to you.

- ❑ More adults (parents, community members) on school campuses
- ❑ Students get training on preventing violence and avoiding gangs
- ❑ Programs that encourage multicultural respect and understanding
- ❑ Motivational programs for students that encourage personal development
- ❑ Training and support for teachers to improve student success
- ❑ Follow-up with students who drop-out or don't register to get them in school
- ❑ Family support services in schools
- ❑ Support services for gang-involved youth
- ❑ Coordinated services for students to reduce school failure and inter-personal violence
- ❑ Programs to identify and support young people at risk of gang involvement
- ❑ School resource officers on campus
- ❑ Mental health and substance-abuse services
- ❑ Quality, affordable after-school activities, such as sports, art, writing, connecting to nature, drama, dancing
- ❑ Youth get safely to and from school and after-school activities

Additional Comments (Optional):_____

Goal 4: Everyone in Oxnard recognizes the importance and power of honoring and embracing cultural strengths.
To achieve this in Oxnard, pick 4 that are most important to you.

- ❑ Teach young people about their culture and cultural roots
- ❑ Police are trained to work effectively with people from diverse cultures and traditions.
- ❑ Schools have programs to learn about all cultures
- ❑ Organization and agency staff are trained to better serve people from diverse cultures and traditions
- ❑ Information is available in Spanish and other languages
- ❑ People respect and interact with people from different generations
- ❑ Public arts programs that reflect cultural diversity
- ❑ Community members participate in community conversations to create safer environments
- ❑ Youth have a say about programs and services

Additional Comments (Optional):_____

Final Comments (Optional):_____

Please return form to City Manager's Office, Attention: Luly Lopez, 300 West Third Street, Oxnard, California 93030 by Wednesday, December 2, 2009.

THANK YOU!