REQUEST FOR COUNCIL ACTION CITY OF SAN DIEGO		CERTIFICATE NUMBER (FOR COMPTROLLER'S USE ONLY)
TO: CITY COUNCIL	FROM (ORIGINATING DEPARTMENT): Administration	DATE: 02/26/2013
SUBJECT: The Commission on Gang Prevention and Intervention's annual report to Council.		
PRIMARY CONTACT (NAME, PHONE): Lynn Sharpe Underwood,619-533-4873	SECONDARY CONTACT (NAME, PHONE): Henry Foster, 619-236-5596	

COMPLETE FOR ACCOUNTING PURPOSES

FUND					
DEPT / FUNCTIONAL AREA					
ORG / COST CENTER					
OBJECT / GENERAL LEDGER ACCT					
JOB / WBS OR INTERNAL ORDER					
C.I.P./CAPITAL PROJECT No.					
AMOUNT	0.00	0.00	0.00	0.00	0.00
FUND					
DEPT / FUNCTIONAL AREA					
ORG / COST CENTER					
OBJECT / GENERAL LEDGER ACCT					
JOB / WBS OR INTERNAL ORDER					
C.I.P./CAPITAL PROJECT No.					
AMOUNT	0.00	0.00	0.00	0.00	0.00

COST SUMMARY (IF APPLICABLE):

ROUTING AND APPROVALS

CONTRIBUTORS/REVIEWERS:		APPROVING AUTHORITY	APPROVAL SIGNATURE	DATE SIGNED
Liaison Office		ORIG DEPT.	Foster, Henry	2/28/2013
		CFO		
		DEPUTY CHIEF		
		COO		
		CITY ATTORNEY		
		COUNCIL PRESIDENTS OFFICE		

PREPARATION OF: ☐ RESOLUTIONS ☐ ORDINANCE(S) ☐ AGREEMENT(S) ☐ DEED(S)

This is an information only report.

STAFF RECOMMENDATIONS:
Accept Report

SPECIAL CONDITIONS (REFER TO A.R. 3.20 FOR INFORMATION ON COMPLETING THIS SECTION)

COUNCIL DISTRICT(S): City- Wide

COMMUNITY AREA(S):	
ENVIRONMENTAL IMPACT:	
CITY CLERK INSTRUCTIONS:	

COUNCIL ACTION
EXECUTIVE SUMMARY SHEET
CITY OF SAN DIEGO

DATE: 02/26/2013
ORIGINATING DEPARTMENT: Administration
SUBJECT: The Commission on Gang Prevention and Intervention's annual report to Council.
COUNCIL DISTRICT(S): City- Wide
CONTACT/PHONE NUMBER: Lynn Sharpe Underwood/619-533-4873

DESCRIPTIVE SUMMARY OF ITEM:
Since 2006, the Commission on Gang Prevention and Intervention has been serving as the offical advisory body to the Mayor and the City Council on policy issues relating to gang prevention and intervention. Annually the Commission presents collaborative community initiatives and recommended strategies for impacting gang violence within the City. Details of the focus of the Commission and the specific collaborative initiatives are in the Report to Council.

STAFF RECOMMENDATION:
Accept Report
EXECUTIVE SUMMARY OF ITEM BACKGROUND:
The Commissions's Strategic Action Plan focus for 2012-2013 reflects its collaborative initiatives to be implemented this year and that were implemented last year. The annual report to Council has more detailed information. The Commission's Action Plan focus for 2012-2013 are:

1.Employment (training as well as placement)
2.Integration of services
3.Faciliation of youth activities
4.Collaborative Accountability.

FISCAL CONSIDERATIONS:N/A

EQUAL OPPORTUNITY CONTRACTING INFORMATION (IF APPLICABLE): N/A

PREVIOUS COUNCIL and/or COMMITTEE ACTION (describe any changes made to the item from what was presented at committee): N/A

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS: (See the report to council)

KEY STAKEHOLDERS AND PROJECTED IMPACTS: N/A

Foster, Henry
Originating Department

_____
Deputy Chief/Chief Operating Officer

THE CITY OF SAN DIEGO

REPORT TO THE CITY COUNCIL

DATE ISSUED: March 4, 2013 REPORT NO: 13-23

ATTENTION: Public Safety and Neighborhood Services Committee

SUBJECT: Informational Report from the Commission on Gang Prevention & Intervention

REQUESTED ACTION:

This is an informational report. No Action is required on the part of the Committee or the City Council

STAFF RECOMMENDATION: ACCEPT THE REPORT

EXECUTIVE SUMMARY OF ITEM BACKGROUND:

Since 2006, the Commission on Gang Prevention and Intervention has been serving as the official advisory body to the Mayor and the City Council on policy issues relating to gang prevention and intervention. Annually, the Commission presents to the Committee collaborative community initiatives and recommended strategies for impacting gang violence within the City. The Commission's Strategic Action plan (Accounting for Success) focus for 2012-2013 reflects the collaborative initiatives to be implemented this year and those that were initiated last year to impact the level of violence. These four areas of focus are:

1. Employment (training as well as placement)
2. Integration of services
3. Facilitation of youth activities
4. Collaborative Accountability

This is our annual report with details on each of the focus areas.

BACKGROUND

A Public Health Approach to Gang Violence

The reduction in gang-related deaths following the establishment of the Commission and greater collaboration between law enforcement and community stakeholders has encouraged Commission representatives' efforts to foster partnerships at the community level. This emphasis on community-based collaboration is a key element in what has become the national trend to a "Public Health" model for addressing public safety--a shift from depending on a specific

program to impact violence to a holistic view that incorporates community conditions and engages community members in changing those conditions.

This reframing provides an informed, immediate context for implementing the continuum of the Comprehensive Gang Prevention Model—prevention, intervention and suppression---as promoted by the Office of Juvenile Justice and Delinquency Prevention (OJJDP). In our previous Plan we outlined the organizations and the efforts in detail; many of those efforts are ongoing and integral to our current planning.

The following discussion highlights the initiatives in the 2012-2013 Strategic Action Plan and the workplan that specifies implementation of these initiatives.

DISCUSSION

Focus 1: Employment

RISEN: Employment for youth as well as those who are re-entering the community as a result of the State's realignment of prisons (moving prisoners back to their local county jails and facilities) has underscored the urgency for Counties to engage in job placement, training and education. The Commission has joined with a group of pastors and advocates working on a HomeBoy Industries like project to train, counsel and work with in youth and reentry adults. The project is called RISEN. Organizations and Churches involve include:

Pastor Bowser (Commissioner)
Greater Apostolic Fellowship

Pastor Sandoval
New Harvest

Kelly Shields
Community Activist

Ricky McCoy
Community Activist

Danny Villarreal (Commissioner)
Center for Employment Options

Stacy Butler
Community Advocate

The group is working with Price Charities and engages in conversations with other local advocacy groups and educational institutions. The goal is engage youth and adults by this spring in a work-training process.

Focus 2: Integration of Services

The Commission continues to support San Diego Police Department's collaborative curfew sweeps. This year the divisions will be engaging the youth and their families through resource fairs and resource speeches at their diversion classes.

Southeast Division has initiated mini-resource presentations at their diversion classes. Social service agencies come and speak to the youth and then to the parents. This has served to expand the knowledge of the families. MAAC project, ACE, HomeStart have participated in this effort.

Mid City has initiated full resource fairs with a presentation by Probation. The first resource fair was organized by the Juvenile Services Team and held at Cherokee Point Elementary School. Attendance included more than 50 families (147 individuals) with 21 community based organizations supporting the effort with tables and activities to support the family learning. The event was well organized and received by the participants. Cherokee Point's Principal Higa actively supported the event by outreaching to his students and their parents to attend and participate. This was a perfect illustration of integration of services.

Focus 3: Facilitation of Youth Activities

Park Extended Hours: The Commission continues to advocate for extended hours at San Diego Park and Recreation facilities. This year the Council set aside funds for summer hours. The Commission will continue to support the effort by referring resources and participating in whatever way is needed.

Focus 4: Collaborative Accountability

The Commission's priorities have been influenced by the feedback and input of community members through summits, workgroups, and focus groups sponsored by the Commission. Over the past six years, the Commission has facilitated collaborative discussions between community organizations and community members. This exciting and dynamic process has been instrumental in serving as a vehicle for exchange of information, shared resources, and improved coordination of activities. The Commission's work has been effective in facilitating collaborative projects that have improved use and efficiency of limited resources and better serve our communities. (i.e. San Diego Police Department, San Diego City Schools and San Diego County Probation). As a result, specific initiatives such as Safe Passages and Project Safeway emerged as a response to the needs of specific geographical areas.

The fundamental question remains, "How effective is the collaboration?" Commission members are committed to accountability and assessing the effectiveness of these efforts has been added as a performance measure of the Commission. For the purpose of common definition:

> *Collaborative accountability differs from bureaucratic accountability both on what is assessed, and how it is assessed. Collaborative accountability is an assessment based on contribution, by driving strategic awareness throughout the system, and by connecting rewards and sanctions to these broader themes.*

Over the next year, the Commission will evaluate the effectiveness and impact of its collaborative efforts by using a tool from the California Endowment.

COMMUNITY PARTICIPATION AND OUTREACH EFFORTS:

The University of San Diego hosted the third bi-annual San Diego Gang Prevention Summit in the Joan B. Kroc Institute for Peace & Justice on Wednesday, April 25th, 2012. Entitled: **"Building Community Connections" Learn Share Connect**, this county-wide event was sponsored by the City of San Diego Commission on Gang Prevention and Intervention,

University of San Diego's Joan B. Kroc School of Peace Studies, the Leichtag Foundation, San Diego County Office of Education, San Diego County District Attorney's Office, County Health and Human Services Agency Behavioral Health/Alcohol & Drug Services. More than 300 attendees participated in the conference.

The Summit was an experiential opportunity to learn from communities and agencies about their priorities. Responses from roundtable sessions at the 2012 Gang Summit suggest community members support a wide variety of initiatives that would encourage community collaborations and sustainability.

Approximately 75% of participants believe establishing an effective collaboration process would impact gang activity citywide. Participants believe collaboration would encourage agency accountability and create an atmosphere of understanding. The community also feels that collaborative efforts should focus on building trusting relationships, fostering commitment to reach goals, effective and efficient decision-making, creative solutions, and focused communication.

Lynn Sharpe-Underwood
Commission on Gang Prevention & Intervention

Henry Foster, Interim Director
Administration

Attachment(s):

1. Accounting for Success (Commission's Strategic Action Plan)
2. Commission's Workplan Matrix

Accounting for Success:

Collaborations, Support and Facilitation

The Commission's vision is to develop a more strategic, coordinated, and collaborative effort between the City, law enforcement agencies, social service providers, and the general public with the objective of significantly curtailing gang involvement, and its negative impact, in the City of San Diego.

The 2013 Strategic Action Plan of the
City of San Diego
Commission on Gang Prevention & Intervention

Executive Summary

The City of San Diego's Commission on Gang Prevention and Intervention biannually conducts a review of gang violence in this community, in an effort to assess the impact of gang activity on San Diego neighborhoods and to develop strategies for reducing violence. This review allows the Commission to identify and report on trends and concerns of the community, and more effectively focus on solutions.

The Commission was established in response to the concerns emerging in San Diego neighborhoods, and from an absolute conviction that law enforcement and the community must work together to create effective, positive, and lasting changes in the way youth violence is addressed. As is so often the case, it was a tragic loss of life that galvanized efforts around the formation of the Commission: the 2003 killing of two women, Carol Waite and Cynthia Burton, at the corner of Logan Avenue and Euclid Avenue. Anthony Young, City Council President Pro Tem, worked with the City Manager and Chief of Police to develop a collaborative process to address youth violence. In April 2006, under the direction of the Mayor and City Council, legislation was authorized creating the Commission on Gang Prevention and Intervention.

The purpose of the 21-member Commission on Gang Prevention and Intervention:

- To develop a strategic collaborative effort between a broad spectrum of agencies and stakeholders addressing gang-related issues.

- To make policy recommendations to the Mayor and City Council on issues of gang prevention, intervention, diversion and suppression methods, identify local, state and federal funding sources, and identify best practice efforts.

- To advocate, formulate, and recommend for adoption proactive gang prevention policies, ordinances and guidelines.

The Strategic Action Plan is submitted for review and approval by the Mayor and City Council, a process that was accomplished first in 2007 and again in 2011. The Strategic Action Planning process encourages the Commission to fine-tune its vision and remain responsive to current issues, emerging concerns and evidence-based practices. Serving as a compass for the Commission's work, the Strategic Action Plan is notable for its focus on prevention and intervention at the neighborhood level, and an emphatic emphasis on collaboration between the city, law enforcement, and the communities they serve. In 2011 the Commission articulated three key elements in its vision for San Diego as a city where multi-agency collaboration and engaged, empowered community members successfully prevent and reduced gang violence:

1. Pursue strategies to prevent the growth of gang activity and violence in San Diego neighborhoods through multi-dimensional collaborative efforts.

2. Facilitate community involvement through strategic guidance and leadership.

3. Identify necessary funding to accomplish goals.

This vision and the priorities outlined each year have guided the implementation of the following five strategic action goals:

Goal 1--Establish an effective, coordinated, collaboration process to impact gang activity citywide.

Goal 2--Develop joint partnerships to help address gang issues within the City of San Diego.

Goal 3--Establish a data and research analysis process to keep the Mayor, City Council and Commission aware of key gang trends and anti-gang research on an ongoing basis.

Goal 4--Build capacity for existing, demonstrably effective efforts and promising gang prevention and intervention programs/strategies on a neighborhood basis within current funding levels.

Goal 5--Develop a sustainable funding strategy for implementation of the Strategic Action plan.

The Commission's goals reflect a research-based framework for successfully reducing gang violence, which is articulated as follows: "Preventing violence is a top-down (**high-level leadership**)—bottom-up (**Community engagement**) venture. In the middle, strong **collaboration** is supported by on-going attention from dedicated **staffing**."[1]

This strong cross system collaboration has become more critical in the face of reduced agency budgets, dwindling state resources, and a recent spike in gang-related homicides that are destroying young lives. The Commission is committed to working collaboratively with a broad spectrum of local leadership and community-based organizations to leverage every possible resource, perspective, and level of expertise. The Crime-Free Multi-housing model, as an example, has demonstrated its potential to help stabilize and empower neighborhoods one housing complex at a time. Another compelling example is the San Diego Compassion Project, which rallies an immediate, supportive response to victims of gang violence, moving a community away from retaliation and toward healing. The Commission supports this effort by facilitating collaborations to provide services and support for these families and communities. Broader initiatives like the County's *Live Well San Diego*, the California Endowment's *Building Healthy Communities* and the City's new Youth Development Office all represent strategies for safer, better functioning environments where youth can thrive and feel connected to and supported by their community.

In the year ahead the Commission on Gang Prevention and Intervention will evaluate its collaborative activities and new opportunities to strengthen the working relationships of

[1] Unity's Road Map: "Partnerships" page 1

organizations and stakeholders the Commission represents. The ever-changing landscape of gang culture and its impact on San Diego's youth demands no less than our combined best efforts and mutual commitment to positive change.

A special thank you to the Strategic Action Plan 2013 Ad Hoc Committee that helped create this document: Commissioners Dana Brown, Danny Villarreal, Chair Rosa Ana Lozada, Chief Lansdowne with help from his staff Assistant Chief Shelly Zimmerman, Assistant Chief Boyd Long, Lt. Moody, and Lt. Stetson, Community reviewer Barbara Warner from the Spring Valley Youth and Family Coalition and staff Executive Director, Lynn Sharpe Underwood.
In gratitude to the individuals living in communities afflicted by violence, who work tirelessly with the Commission in the belief that together we will create safe neighborhoods for all.

Respectfully,

Rosa Ana Lozada, L.C.S.W
CEO, Harmonium
Chair, Commission on Gang Prevention and Intervention

CITY OF SAN DIEGO COMMISSION ON GANG PREVENTION AND INTERVENTION
MEMBERSHIP ROSTER

Rosa Ana Lozada, Chair CEO, Harmonium		
Dana Brown Representing District 7		**Fred Sotelo** Representing District 2
Jose Cervantes Representing District 6		**Nicole Ramirez** Representing District 3
Bonnie Dumanis San Diego County District Attorney		**Alicia DeLeon Torres** Representing District 5
Gary Gallegos Executive Director SANDAG		**Christopher Yanov (Reality Changers)** Representing District 8
William Gore San Diego County Sheriff		**Danny Villareal** Reformed Gang Member
Mack Jenkins San Diego County Chief of Probation		**Randolph Ward** Superintendent, San Diego County Office of Education
William Kowba Superintendent San Diego Unified School District		**William Lansdowne** Chief of Police, City of San Diego
Pastor Archie Robinson Representing District 4		**Carol Williams** United Way
Joyce Abrams Representing District 1		

The 2013 Strategic Action Plan of the

City of San Diego

Commission on Gang Prevention & Intervention

A current scan of our community shows that in the first six months of 2012 the City of San Diego has seen 11 gang-related homicides, 4 more than the entire year in 2011, and a significant increase over the 4 homicides that occurred in 2010. While we are aware that these numbers don't approach the alarming levels of gang violence seen in 2007 (28 deaths) and 2008 (21), we are concerned that the rate of homicides is once again trending upward, especially among young men.

A Public Health Approach to Gang Violence

The reduction in gang-related deaths following the establishment of the Commission and greater collaboration between law enforcement and community stakeholders has encouraged Commission representatives' efforts to foster partnerships at the community level. This emphasis on community-based collaboration is a key element in what has become the national trend to a "Public Health" model for addressing public safety--a shift from depending on a specific program to impact violence to a holistic view that incorporates community conditions and engages community members in changing those conditions. This reframing provides an informed, immediate context for implementing the continuum of the Comprehensive Gang Prevention Model—prevention, intervention and suppression---as promoted by the Office of Juvenile Justice and Delinquency Prevention (OJJDP). In our previous Plan we outlined the organizations and the efforts in detail[2]; many of those efforts are ongoing and integral to our current planning.

First described in *The Youth Gang Problem: A Community Approach* (1995) by Dr. Irving Spergel, the Comprehensive Gang Prevention Model has become the foundation for gang prevention programs and initiatives throughout the country. The comprehensive approach *"calls for a coordinated effort against gangs characterized by community organization and neighborhood mobilization; social intervention, including jobs, job training and education; suppression, including arrest, incarceration and supervision; and organizational development and change."*[3] From their professional training, academic research and personal experience, Commission members recognize the investment of time and resources successful implementation of the Comprehensive Gang Prevention Model represents. However, as federal, state and local systems continue being challenged to do more, and to do it with less funding, authentic collaboration and coordination also represent the potential to leverage resources and align services more effectively.

[2] New Direction, Strategic Action Plan 2011-12, page 6

[3] Spergel, Dr. Irving A., The Youth Gang Problem: A Community Approach, 1995, Oxford University Press, page 282

Suppression in a Comprehensive Approach to Gangs

Collaboration continues to be critical to the multiple jurisdictions involved in the suppression component of the Gang Prevention Model. The San Diego Police Department partners with other law enforcement agencies to conduct coordinated efforts such as the 2011 event known as Stone Garden, which resulted in the arrest of 310 gang members. Gang suppression units from SDPD, the County Probation Department and the Sheriff's Department have collaborated to significantly impact gang activity through patrols, field interviews and gang documentation. Collaboration across jurisdictions has also focused attention on the increasing involvement of gangs in human trafficking and the commercial sexual exploitation of minors; a shared effort to combat this scourge resulted in a series of trainings and a presentation to the Board of Supervisors, which subsequently voted to sponsor legislation (AB 918) targeting pimping and prostitution by gangs.

Coordination within San Diego's law enforcement community is helping to extend enforcement capability and share intelligence on gang activities. However, Commission members recognize that even targeted, strategically coordinated suppression efforts need to be viewed as part of the gang prevention model rather than a stand-alone strategy. In *Policing Gangs and Youth Violence* author S.H. Decker noted that suppression efforts unsupported by prevention and intervention strategies can achieve some short-term success, but fail in the long run because law enforcement does not "*have the resources to sustain such an intensive focus over time and across all gangs and gang members. In addition, crime may simply be displaced, and there is an added risk of giving the gang a collective point of conflict, which may increase their cohesion and criminal activity.*"[4] Noted gang expert James Howell, in his work with the National League of Cities, put it simply: "Police should not be expected to assume sole responsibility for youth gang problems."[5]

Intervention and Prevention in San Diego

In assessing current intervention and prevention efforts, Commission members acknowledge how crucially important employment opportunities are, and note that the Hire-A-Youth program serving San Diego unfortunately had its funding eliminated and has not been available for the last two years. A Northeastern University study published in February 2012 underscores the impact work programs have on their participants, and how it carries on into the school setting:

> *Between the summers of 2010 and 2011, collected data showed, there were much lower instances of tardiness, truancy, fighting, and authority conflict among the participants. By the end of the study, the occurrences of negative behavior had dropped by almost half during the period students were employed.*[6]

[4] Decker, Scott H., Policing Gangs and Youth Violence, 2002, Wadsworth Professionalism in Policing Series.
[5] Preventing Gang Violence and Building Communities Where Young People Thrive, National League of Cities Institute, 2010, page 2.

The Youth Build programs likewise have stepped in the breech, contracting in 2010 and 2011 with agencies such as Able Disabled Advocacy, San Diego Imperial Counties Labor Council, Black Contractors Association, and the MAAC Project to serve low-income young people ages 16–24. Participants work toward their GEDs or high school diplomas while learning job skills by building affordable housing for homeless and low-income populations; leadership development activities are also part of the training. Another youth service asset is Second Chance's Workforce Training Program. The JOLT program (Juveniles' Options for Lifelong Transitions) is based on the STIVE training model, which provides intensive rehabilitation counseling and group classes in cognitive behavior training to incarcerated youthful offenders (ages 16-21). The San Diego Workforce Partnership (Workforce Partnership) funded with Workforce Investment Act (WIA) Youth Title I funds the continuation of the Youth Opportunity Employment Program (YEOP) and an Overcoming Gangs Initiative. The gang initiative was implemented by Coalition of Neighborhood Councils (CNC) in southeast San Diego.

The CNC Gang Prevention program worked with eligible youth who began their 9th grade year at Morse High School, providing these students with supports throughout their high school career. The Gang Prevention program has been able to successfully retain the program participants over their four years at various high schools, and will see them exit by September of 2012. As of July 31, 2012, 67% of the participants increased Literacy and Numeracy skills. Prevention and Intervention outcomes were impressive, with 88% of participants maintaining satisfactory school attendance, and 91% achieving grade level advancement. Fully 79% of the youth improved their grade point average (GPA), and slightly more (80%) attained a degree or certificate. In addition to improved academic performance, 89% of participants had no contact with the Justice System.

The YEOP Program has served a total of 176 youth and these are their program outcomes to date: 83% have increased their Literacy and Numeracy skills. Approximately 77% have attained a degree, certification or other credentials these can include High School diploma, GED; industry recognized certification, vocational or technical skills certification. Of those youth who have exited the program a total of 79% have been placed in employment or education and 36% of those were youth who were enrolled without a job. The average hourly wage is $8.36.

The San Diego Workforce Partnership has succeeded in attaining funding to initiate development of a youth employment program for summer 2013.

Beyond supporting employment and academic performance, notable intervention strategies currently include community-police collaboration on curfew sweeps. The San Diego Police Department's curfew sweep program has become a model for law enforcement agencies nationwide because of its use of community collaboration. In addition to the police officers who detain the juveniles in the field, there are more than 30 community based and faith based organizations, Juvenile Probation, San Diego City Schools, military personnel and the City's Gang Commission, who actively participate in the process. Volunteers are responsible for contacting parents, supervising male and female juveniles in segregated areas, setting youth up with diversion programs, and providing crisis intervention and resources to families. On any given curfew sweep, approximately 10-12 police officers and 40-60 volunteers take part, treating curfew violators with immediate, specific options aimed at intervention and diversion. The San Diego Municipal Code (sections 58.0101 and 58.0102) established a juvenile curfew ordinance

for youth under the age of 18 in the City of San Diego. Curfew hours are from 10:00 p.m. to 6:00 a.m. daily. Municipal Code section 58.0102 makes it unlawful for minors to be present in any public place or on the premises of any establishment within the City of San Diego during curfew hours except for an emergency, accompanied by an adult or attending a supervised school, religious or recreational activity. A review of juvenile victimization revealed that 3.7% of violent crimes were occurring to youth in all communities throughout San Diego during curfew hours. This number dropped over 1 % from 2010.

One of the most immediate and powerful intervention efforts emerging from the community is the San Diego Compassion Project, which mobilizes to respond to families confronting the loss of a loved one due to gang violence. The volunteer driven program is a crisis response group working with Victims Assistance and the San Diego Police Department to provide support for families dealing with sudden loss and overwhelming grief. Since its beginnings in 2008, the Compassion Project has helped 58 families, connecting them with services and supporting their grieving process. That support has significant impacts beyond the family, helping to diffuse the impulse toward retaliation. The San Diego Compassion Project has six churches involved and over 20 volunteers help families with food, referrals to resources and comfort.

Prevention Strategies, Program Models

Prevention-focused collaborations include SDPD's work with local apartment and other multi-family housing complexes to implement the Crime Free Multi-Housing program. The program is designed to create partnerships with multi-family complex owners and managers with the goal of reducing crime in and around their complexes. Through a collaborative effort between the Commission on Gang Prevention and Intervention, SAY San Diego, multi- family unit owners and managers and the San Diego Police Department the program has become a huge success. With nearly 120 apartment owners and managers trained the impact of the program is far reaching and continuing to expand.

Through classroom training on subjects such as tenant screening, crime prevention techniques, the impact of lighting and proper care of infrastructure, the owners and managers are educated on techniques to avoid crime problems. The training continues with a site visit where a trained SDPD Volunteer conducts an environmental design review know as Crime Prevention Through Environmental Design (CPTED). SDPD recently trained forty Retired Senior Volunteer members to conduct the on-site evaluations. Following the on-site review, the apartment manager or owner continues an ongoing dialogue with a Community Relations Officer (CRO) who facilitates a periodic review of the property, including a statistical analysis of the calls for service in and around the complex.

This program has proven to be successful in a pilot. Following a pilot program in three specific multi-family complexes, calls for police services were reduced by 30 percent. However, even more important, a survey of the residents and the management teams at each site for the pilot revealed that the tenants felt safer living in the complex following the implementation of the Crime Free Multi-Housing Program.

Recently City Schools received funding for a "Check and Connect" program. Developed by the University of Minnesota, the program is part of a research study conducted by the American

Institute for Research to determine if having a mentor helps students to graduate from high school. There are currently five full time mentors working in the school district. Each mentor works with two high schools and handles a caseload of 50-60 students who are most at risk of not only dropping out of school and not graduating but headed on the pathway to gang involvement.

Educating parents and the community is also a critical prevention initiative. The Commission members from the Sheriff's Department, San Diego PD and San Diego Unified developed an initiative to educate the community about Commercially Sexually Exploited Children (CSEC), an aspect of gang-involved economics that impacts schools in the community. As noted earlier, this partnership resulted in trainings for parents, community and schools. Presentations on bullying and "sexting" also were critical in explaining and moving community and schools to greater awareness.

It cannot be repeated strongly enough that everything that is prevention/intervention-oriented in our community contributes to the community's success in impacting gang violence in the City of San Diego. For example, though it focuses on improving nutrition, increasing physical activity and reducing smoking, San Diego County's Live Well initiative aligns in some very specific ways with gang prevention and intervention. This initiative is framed by California's Health in All Policies Task Force, which, in addition to recommendations about nutrition and active living, calls for a future where "Every California resident is able to live and be active in their communities without fear of violence or crime."[7] Charged with implementing the 10-year Live Well San Diego campaign, County Health and Human Services Agency representatives are acutely aware that communities can't thrive if parks, schools and city streets aren't a safe place to be. Youth center programs that develop healthy bodies and community bonds can be crippled by an intimidating gang presence nearby. The Live Well initiative represents an extensive network of community-based organizations invested not just in physical well-being but in social services delivery, family functioning, substance abuse prevention and mental health—all of which impact and are impacted by gang violence.[8]

The youth-focused strategies, law enforcement community networking and the educational frameworks being supported by California Endowment's Building Healthy Communities in Mid City are critical community change forces in the area.[9] The Commission has learned from OJJDP's view that:

> *Changing long-established patterns of behavior may require a more sustained commitment to education and follow-up than was previously appreciated. Programs that ignore group dynamics by focusing entirely on individual behavior diminish their chances for success.*[10]

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[7] Health in All Policies Task Force Report to the Strategic Growth Council, December 3, 2010, page 8.
[8] Website or San Diego County Report card on Children and Families: Live Well, San Diego! Page v-vi
[9] http://www.calendow.org/healthycommunities/pdfs/Ten%20Outcomes.pdf
[10] ://www.ojjdp.gov/pubs/gun_violence/profile48.

Community Voices, Community Concerns.

Commission members recognize and respect the perceptions, perspectives and personal experience community residents have to share about the impact of gangs in their neighborhoods. The first and most critical step in mobilizing local community efforts against gang violence is to listen and understand what is causing the greatest concern. Through a broad range of public forums, focus groups, participant surveys and community events, a clearer picture emerges of gang activity and the threat it represents in a given area.

***Increased Youth involved violence*:** The rate of non-homicide gang-related violence (aggravated assaults, robberies) is also up. There were 144 reported in 2011 and to date there are 161 assaults reported. Gang-related crimes are defined as an act that is: *committed for the benefit of, at the direction of, or in association with any criminal street gang, with the specific intent to promote, further, or assist in any criminal conduct by gang members.*[11]

Like community residents, we are concerned about aggravated assaults, particularly because we have heard from many of the Older Gangsters on the street that much of this is being done by young gang members (18-27 years of age); with a growing number of youth 12-17 becoming involved. In 2011, the National Gang Intelligence Center reported[12]:

> *Gangs have traditionally targeted youths because of their vulnerability and susceptibility to recruitment tactics, as well as their likelihood of avoiding harsh criminal sentencing and willingness to engage in violence. NGIC reporting indicates that juvenile gangs are responsible for a majority of crime in various jurisdictions in Arizona, California, Connecticut, Florida, Georgia, Illinois, Maryland, Michigan, Missouri, North Carolina, New Hampshire, South Carolina, Texas, Virginia, and Washington.*
>
> *Juvenile gang members in some communities are hosting parties and organizing special events, which develop into opportunities for recruiting, drugs, sexual exploitation, and criminal activity.*
>
> *Gangster Rap gangs, often comprised of juveniles, are forming and are being used to launder drug money through seemingly legitimate businesses, according to NGIC reporting.*

This strongly underscores the importance of our focus on jobs for youth, youth activities and primary prevention strategies along with our work on trauma informed care/community violence.

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[11] California Street Terrorism Enforcement and Prevention Act (STEP ACT) Penal Code Section 186.22

[12] 2011 National Gang Threat Assessment Emerging Trends, page 18, http://www.fbi.gov/stats-services/publications/2011-national-gang-threat-assessment/2011-national-gang-threat-assessment-emerging-trends

Trauma informed care is an important aspect of adolescent development that is now being implemented based on research demonstrating the negative impact of witnessing violence in a community. (See Attachment 4 for a compilation of research In a report from Child Development, researchers Guerra, Huesmann and Spindler wrote:

> *"We found that children who witnessed more community violence were also likely to behave aggressively two years later, regardless of their age. For older children (in grades 4 to 6), witnessing community violence not only led to more aggressive behavior, but also to greater endorsement of beliefs that aggression was acceptable, and more time spent fantasizing about aggressive acts.*[13]

Youth Safety Fears: Safe Passage is an initiative that the Commission has supported at three schools (Montgomery Middle School, Bell Middle School, and Horace Mann) in San Diego. The collaboration has school officials, San Diego Police Department, San Diego County Probation, Metropolitan Transit and the San Diego City Attorney's office, Community organizations and community volunteers sitting together to come up with solution for safety around the school site. Each year the schools do a survey to review the concerns of their students.
Bell Safe Passage report: Institute for Public Strategies and Rady's Children Hospital did a survey of students at Bell Middle School in 2011.(Attachment 5b) Key responses included:

What can the police and adults in the community do to make the neighborhood safer?	79% of the respondents said *More adults patrolling the neighborhood* was important
What can the school do to make the neighborhood safer?	77% of the respondents answered: More teachers or assistants around the school 74% of respondents cited a sports field 64% wanted more events and activities
When going to or from school, in what particular areas do you not feel safe?	On the dirt path behind Bell 62% On the city bus 70% McDonalds 72% Apartment complex 82% Park 81%

Montgomery Middle School's Safe Passage survey of its 389 students reports that gangs are still an issue. (See Attachment 5a)

I think there are gang members at Montgomery.	None 44% 1-2 24% 3-5 11% More than 5 21%

[13] Summarized from Child Development, Vol. 74, Issue 5, Community Violence Exposure, Social Cognition, and Aggression Among Urban Elementary School Children by N.G. Guerra, L.R. Huesmann, and A. Spindler. Copyright 2003 The Society for Research in Child Development, Inc. All rights reserved

However, in 2009 when Montgomery first did this survey 44% of the students saw fights at least twice a week. In 2012 youth reported:

Before school, I see FIGHTS –	Everyday	3%
	Less than twice a week	14%
	More than twice a week	3%
	Never	**80%**

***Reentry Issues*:** As with every county in the state of California, AB109 or Public Safety Realignment has had an impact on services and the criminal justice community in San Diego. At full implementation, Realignment was to transfer supervision responsibility of 2,000 low-level state parolees to the San Diego County Probation Department. Additionally about 2,000 new convicted lower level felons were sentenced to San Diego jails instead of going to state prison. The goal of Realignment is to reduce prison populations.

The offenders returning to San Diego under realignment are non-serious, non-violent, or low-to mid-level sex offenders. Since its implementation, San Diego County Probation Officers now supervise 2,047 offenders who before October 2011 would have been monitored by state parole agents. Some are being released to other counties or deported by ICE. Others have failed to report to probation and have a warrant out for their arrests. As of early June, county jails were home to 1,272 Realignment inmates, or 25 percent of the county jail population.

Of those under supervision by Probation in the County, 40% had been convicted of drug and alcohol offenses, while 35% had convictions for property offenses (also likely drug-driven crime such as robbery for drug money). Another 10% were convicted of a crime against another person, and 6% had been convicted of a weapons offense.

A very active in-supervision population has thus far generated 799 total arrests of shifted populations for both new crimes and flash incarceration (Where POs have the ability to detain post release offenders in jail for 10 days without a court proceeding/ “swift and certain” in lieu of court proceedings).

County Probation in collaboration with staff from County Behavioral Health Services is also screening every offender to assess needs for mental health and substance abuse services. Currently 42% fall into this category.

Community Input

The University of San Diego hosted the third bi-annual San Diego Gang Prevention Summit in the Joan B. Kroc Institute for Peace & Justice on Wednesday, April 25th, 2012. Entitled: **"Building Community Connections" Learn Share Connect**, this county-wide event was sponsored by the City of San Diego Commission on Gang Prevention and Intervention, University of San Diego’s Joan B. Kroc School of Peace Studies, the Leichtag Foundation, San Diego County Office of Education, San Diego County District Attorney’s Office, and San Diego

County Health and Human Services Agency Behavioral Health/Alcohol & Drug Services. More than 300 attendees participated in the conference.

The Summit was an experiential opportunity to learn from communities and agencies about their priorities. Responses from roundtable sessions at the 2012 Gang Summit suggest community members support a wide variety of initiatives that would encourage community collaborations and sustainability.

Approximately 75% of participants believe establishing an effective collaboration process would impact gang activity citywide. Participants believe collaboration would encourage agency accountability and create an atmosphere of understanding. The community also feels that collaborative efforts should focus on building trusting relationships, fostering commitment to reach goals, effective and efficient decision-making, creative solutions, and focused communication. (For a complete summary see Attachment 1)

Focus	*#*	*%*
Collaboration	**23**	74.19%
Community Outreach	**11**	35.48%
Prevention and Intervention Programs	**10**	32.26%
Education	**8**	25.81%
Political Activism	**8**	25.81%
Funding	**6**	19.35%
Research and Evaluation	**5**	16.13%
Identify Community Assets	**4**	12.90%
Make agencies aware of services in other parts of the county	**4**	12.90%
Availability of Existing Services	**4**	12.90%
Sustainable Programs	**4**	12.90%
Community Safety	**4**	12.90%
Information Database	**2**	6.45%
Relationship with Law Enforcement	**2**	6.45%
Define Realistic Goals	**1**	3.23%
Provide Services to Students and Families	**1**	3.23%

Priorities for 2012-2013

The above concerns of the community and youth challenge the Commission to expand its priorities as delineated in the 2011 Action Plan. Specific initiatives that are tied to the Commission's goals will be outlined in the Workplan. This summary reflects the 2013 priority areas that will frame the Commission's efforts on initiatives in the year ahead.

1. **Employment** (training as well as placement). The Commission continues to support community efforts to train youth but will proactively facilitate collaborations that emerge working on this effort from San Diego City Schools to the Workforce Partnership and Probation. This focus will also expand to support reentry programs working to find employment for those men and women being released back into the community as a result of AB109.

2. **Integrated Services**. The Commission will also work with City Schools and County Mental Health on the issues of the impact of community violence. The Commission is collaborating with community organizations to organize a fall symposium that focuses on training teachers, community leaders and advocates about the impact of violence on youth and how the impact affects learning and social behaviors. The Probation Department recently submitted a Positive Youth Justice Initiative proposal to the Sierra Health Foundation aimed at developing coordinated services for "crossover youth"—those who are involved with both the Child Welfare and Juvenile Justice Systems. San Diego County Health and Human Services Agency's (HHSA) rollout of its ten-year comprehensive health initiative includes a public safety focus that will align with existing gang prevention efforts and offer community education and outreach opportunities.

3. **Youth Activities.** Working with youth groups and youth-focused initiatives like Check and Connect and Safe Passages will continue helping to address the issue of safety. Other ongoing collaborations include YOUTH VOICE in Mid City; the District Attorney's Girls Only Project in Southeastern, and the youth projects in Sherman Heights being facilitated by Greater Works Empowerment[14]

4. **Early intervention.** The Commission is working closely with the newly formed Youth Development Office, establishing the platform for many early intervention strategies and efforts now underway or being explored. The Commission is also working on social media strategies that will educate youth as well as parents to impact gang recruitment. The San Diego Compassion project has initiated relations with the County's Nurse Family Partnership as a response to young families suffering from the impact of violence. Already the Partnership has served 4 young families. Nurse-Family Partnership *is an evidence-based, community health program transforming lives of vulnerable first-time mothers living in poverty, improving prenatal care, quality of parenting and life prospects for mothers by partnering them*

[14] Report on Girls Only

with a registered nurse. Every dollar invested in Nurse-Family Partnership can yield more than five dollars in return.[15]

5. **Collaborative Accountability.** The Commission's priorities have been influenced by the feedback and input of community members through summits, workgroups, and focus groups sponsored by the Commission. Over the past six years, the Commission has facilitated collaborative discussions between community organizations and community members. This exciting and dynamic process has been instrumental in serving as a vehicle for exchange of information, shared resources, and improved coordination of activities. The Commission's work has been effective in facilitating coordinated collaborative projects that have improved use and efficiency of limited resources and better serve our communities. (i.e. San Diego Police Department, San Diego City Schools and San Diego County Probation). As a result, specific initiatives such as Safe Passages and Project Safeway emerged as a response to the needs of specific geographical areas.

   The fundamental question remains, "How effective is the collaboration? Commission members are committed to accountability, and assessing the effectiveness of these efforts has been added as an Action Item. For the purpose of common definition, *Collaborative accountability differs from bureaucratic accountability both on what is assessed, and how it is assessed. Collaborative accountability is an assessment based on contribution, by driving strategic awareness throughout the system, and by connecting rewards and sanctions to these broader themes*[16].

   Over the next year, the Commission will evaluate the effectiveness and impact of our collaborations by using a tool from the California Endowment (see appendix)

We Believe Collaborating Accounts for Our Success

The members of the Commission anticipate that evaluation processes in the year ahead will validate their commitment to work collaboratively, demonstrating significant impacts in reducing community violence. Although the Commission is not a direct service provider , it facilitates and supports collaborative efforts that support individuals, families and the community (Crime Free Multi-Housing and the San Diego Compassion Project), youth diverted from the criminal justice system (Collaborative Curfew Sweeps) and youth trained for jobs (Youth Build and Youth Opportunity programs).

The Commission does not distribute funds. However, over the past two years the Commission has supported five organizations (Able Disable Advocacy, Black Contractors Association, Overcoming Gangs, Labor Council, and Metro United) that have collectively generated $1 million to targeted community programs that support and provide intervention services to youth.

The Strategic Action Plan highlights the spectrum of prevention strategies from employment opportunities and early intervention to suppression. By design, the composite of projects and

[15] http://www.first5sandiego.org/files/NFP%20Overview.pdf

[16] http://www.businessofgovernment.org/brief/creating-accountablility-collaborative-networks-can-it-be-done-02-2008

initiatives includes information, education, and/or interventions specifically selected as a strategy to reduce gang violence and improve community safety. Each of the strategies includes multiple projects/initiatives that are either driven or supported by the Commission.

The Commissioner's leadership is essential in carrying forward a common vision of reducing gang violence. A key feature is that each of the projects demonstrates collaborative coordination between public, private, and community leaders. All projects contribute to the multi-dimensional approach (education to intervention) necessary to achieve a broad based sustainable impact. This approach is also sited in the literature as being an effective model.[17]

The partnerships among the members of the Commission (the San Diego Police Department, San Diego Unified School District, County Probation, the District Attorney's office, San Diego Workforce Partnership, and County Office of Education, along with community organization members such as Harmonium, Metro United, Reality Changers, Unity Tech, California Endowment, and Second Chance) and agencies/Departments such as the City Attorney's office, Park & Recreation Department, County Health and Human Services, County Mental Health and the numerous community based organizations make it possible for the City of San Diego to effectively impact gang-related issues facing our communities.

Commission Initiatives Update

The following is a list of current Goals, and the initiatives that support each Goal. This will be the focus of the ongoing collaborative work of the Commission for the upcoming year 2012-2013.

Goal 1: Establish an effective coordinated collaboration process to impact Gang Activity citywide

1.1Multiple Strategies are needed to address gang prevention: On April 25th the Gang Commission along with University of San Diego's Peace College presented the 2012 Gang Prevention Summit. There were 300 attendees and over 60 strategies submitted for review and inclusion in the Gang Commission's Strategic Action Plan.

1.2 California's Prison Realignment initiative will impact gang activity in the City: The Commission requested regular reports from San Diego County Probation in order to monitor the situation.

1.3 Trauma Informed practices and information are critical elements for better responses to families and communities. The Commission set up an Ad Hoc Committee to review research and organize a community symposium.

1.4 Youth-focused gang prevention strategies were initiated four years ago as a result of funding from California Gang Reduction and Intervention Program (CALGrip). This collaboration between San Diego Police Department and Park and Recreation has served over 1,000 youth in five urban parks.

[17] Decker, Scott, "Responding to Gangs, Guns and Youth Crime: Principles from Strategic Problem Solving Approaches" School of Criminal Justice and Criminology Arizona State University (2008)

1.5 Youth at all levels of learning need mentoring as an important intervention strategy. The Commission supported San Diego Unified School District's Check and Connect program through referring resources and sharing information. The Commission also supported the District Attorney's Girls Only program at the Encanto Boys and Girls Club and participated in Youth Voice meetings in Mid City.

1.6 Commercially Sexually Exploited Children (CSEC) has become an issue in that gang members are involved. The Commission members from the Sheriff's Department, San Diego PD and San Diego Unified developed an initiative to educate the community about CSEC, an aspect of gang-involved economics that impacts schools in the community. More than 50 principals were trained on the issue as well as Park and Recreation Staff.

1.7 Job opportunities are a focus of the Commission. The Commission partnered to support the City Heights Youth Job Fair put on by the Mid-city Business Association Youth Roundtable, which had more than 200 youth participants. The Commission also supported applicants going for Youth Build Funding through letters and referrals to resources.

Goal 2: Develop Multidepartment partnership within the City organization to share information and training on gang issues within the community.

2.1 Work with Arts Commission to expand into at risk neighborhoods: The Commission did a mass emailing and supported three organizations for application for Arts Commission funding.

2.2 Safe Passage is an initiative that the Commission has supported at three schools (Montgomery Middle School, Bell Middle School, and Horace Mann) in San Diego. The collaboration has school officials, San Diego Police Department, San Diego County Probation, Metropolitan Transit and the San Diego City Attorney's office, Commission members, Community organizations and community volunteers sitting together to work on making it safe at school. As referenced on page 12, there were notable results from this effort.

Goal 3: Research and Statewide activities share with Commission and Mayor/council:

3.1 13 San Diego is part of the California 13 Cities Network. The Network has been involved with working with state on a new "Gang Prevention task Force" involves Commissioner Lansdowne (Lt. Moody and Lt. Stetson), Chair Rosa Ana Lozada and Commissioner Chief Jenkins.

Goal 4: Identify capacity building and funding sources for agencies and organization with existing effective and promising gang prevention and intervention programs/strategies that they can apply for on a neighborhood basis.

4.1 Worked with Able Disabled Advocacy, Metro United Ministries, and Montgomery Middle School collaborations in developing funding proposals. Staff sent out 10 letters supporting applications in the past 12 months.

Goal 5: Make policy recommendations to the Mayor and City Council on issues of gang prevention, intervention, diversion and suppression methods; identify local, state and federal funding sources, and identify best practice efforts.

5.1 The Commission is working on a report identifying local best practice efforts.

5.2 Working with the 13 Cities Network, the Commission has contributed information CDCR (California Department of Corrections and Rehabilitation) which will be managing the California Gang Resistance Intervention Program.

Goal 6: Develop a sustainable funding strategy for the Strategic Action Plan.

6.1 Community collaborations need support and application assistance along with organizational outreach. The Commission routinely sends out request for proposals from the Federal and State agencies. The Commission also works with community organizations who wish to apply for Community Development Block Grant Funds.

The San Diego Commission on Gang Prevention and Intervention facilitates community initiatives designed to achieve the Commission's purpose and goals to impact gang activity citywide. This Workplan outlines the focus of our priority areas for 2013 that support the five strategic action goals.

Goal 1: Establish an effective coordinated collaboration process to impact gang activity citywide.

FOCUS for 2013: Employment

	Issue	Action	Activity	Team	Update/Outcome
1.1	**Employment opportunities are needed for youth**	Work with San Diego City Schools, Workforce Partnership and Probation to proactively facilitate collaborations.	Pathways to Success with Probation sit on their community roundtables.	San Diego County Office of Education	
1.2	**Employment is needed for men and women being released back into the Community as a result of AB109**	Continue to support Community Employment Options with training and information	Gang Commission members provide training and linkages	Commissioner Pastor Archie Robinson, Commissioner Danny Villarreal and Commissioner Pastor Bowser	Training is ongoing and the team is a resource to CEO.

Focus for 2013: Integrated Services

	Issue	Action	Activity	Team (s)	Update/Outcome
1.3	**Current service gaps exist in response to community violence.**	Facilitate a variety of collaborations to address the problem involving the faith-based community.	A. Commissioners are involved with the Community Healthy Communities Central Region (HCCR) Leadership Team part of HHSA's *Live Well San Diego* B. Commissioners established an Ad Hoc Targeted Communities	a. Commissioner Chair Rosa Ana Lozada b. Commissioners Pastor Robinson, Pastor Bowser, Dana Brown, Chief Lansdowne, Jenkins, Joyce Abrams c. Commissioners Dr.	

			Committee C. Commissioners established Ad Hoc Emergency Room Intervention committee	Rodney Hood, Pastor Robinson, Pastor Bowser, Chief Lansdowne	
1.4	**Need for improved access to trauma informed behavioral health (mental health and substance abuse) specified to gang involved homicides and community violence.**	Develop small learning events in the community to continue the work of the October Community Symposia (164 people attended	Working with HHSA Behavioral Health /Mental Health to support the Compassion Project's efforts to supply families with these services and educate the community	Commissioners Dana Brown, Chair Rosa Ana Lozada, Bishop Bowser	
1.5	**Protect youth and prevent youth violence through coordinated strategies**	Collaborative curfew sweeps involving the community are in Southeastern, Central and Mid City.	San Diego City Schools, San Diego Police Department, Probation and community based organizations and volunteers work go together on	Commissioners Chief Lansdowne, Chief Jenkins, Dana Brown, Bishop Bowser	
1.6	**Involve community residents addressing the issue of gang violence**	Continue to support Crime Free Multi-Housing	San Diego Housing Commission, San Diego Police Department, Probation, SAY San Diego	Commissioner Chief Lansdowne, Chief Jenkins, and partners Housing Commission CEO Richard Gentry and SAY San Diego Marsha Lyons	

FOCUS for 2013: Youth Activities

	Issue	**Action**	**Activity**	**Team**	**Update/Outcome**
1.7	**Need to increase age appropriate mentoring**	Participate with City School and community activities as speakers and advocates whenever possible.	Support City Schools' Check and Connect program with	Commissioners Chief Lansdowne, Dana Brown, Chair Rosa	

	and support for youth.		information and input as to what is going on.	Ana Lozada	
1.8	**Park and Recreation Centers are activity centers on weekends and need multi agency support**	Support extended hours and police involvement	Advocate and garner community support for continued extended hours and police involvement	Commissioners Dana Brown, Chair Rosa Ana Lozada	

FOCUS for 2013*: *Early Intervention

	Issue	Action	Activity	Team	Update/Outcome
1.9	**Need coordination of efforts with early intervention to complement the intervention and suppression efforts of the Commission.**	San Diego Youth Development Office is devoted to making all Youth a priority by targeting and leveraging resources across government, community and philanthropic organizations to support what youth and communities need to thrive. This approach will lead to proven youth development strategies, greater efficiencies, reduced redundancies, and communities that support *succeeding youth.*	**Participate in Youth Development initiatives and committees**	Commissioner Chief Lansdowne, Chief Jenkins, Superintendent Kowba	

Goal 2: Develop a multi-department partnership within the City Organization to share information and training on gang issues within the community.

	Issue	Action	Activity	Team	Update/Outcome

2.1	**Departments within the city want information and training gang prevention efforts and strategies**	Do presentations and develop processes for responding to City Departments	Commission established an AD hoc to inform Park and Recreation about Probation programs	Commissioners Chief Jenkins, Chief Lansdowne, Dana Brown, Joyce Abrams	
2.2	**Schools want to continue to work with Safe Passage and include biking and healthy options for their students as part of their developing healthy environments.**	Safe Passage continues partnering with San Diego Police Department, and its surveys now include active transportation tallies, parent and child/student surveys.	Safe Passage will expand its survey and incorporate pedestrian and bicycle survey questions to obtain better data to address safety through environmental design.Working with HHSA, SAY San Diego, San Diego Canyon Lands and diverse community agencies	San Diego Police Department, City Attorney Office in collaboration with Rady's Children's Hospital and City Engineering Department	⅄ Montgomery Middle School edited its survey and applied for a special grant for their education effort. ⅄ Bell Middle School has conducted student surveys for 2012 and continues to have an anti-graffiti campaign on campus and has recruited and trained parent volunteers, and continues to have an anti-graffiti campaign on campus

Goal 3: Establish a data and research analysis process to keep the Mayor, City Council and Commission aware of key gang trends and anti-gang research on an ongoing basis.

Focus for 2013: ***Collaborative Accountability***

	Issue	Action	Activity	Team	Update/Outcome

3.1	**Determine effectiveness of the collaborations which the Commission facilitates.**	Modify the California Endowment survey on collaborations to assess the work of the Commission	Administer the finalized tool and summarize the results and make recommendations.	Commissioners Danny Villarreal, Commissioner Rosa Ana Lozada	

Goal 4: Identify capacity-building and funding sources for agencies and organizations with existing effective and promising gang prevention and intervention programs/strategies that they can apply for on a neighborhood basis.

	Issue	Action	Activity	Team	Update/Outcome
4.1	**Organizations continue to request and appreciate information about grant opportunities and the facilitation of partnerships to apply for grants.**	Support new and/or small organizations in building partnerships to apply for funding. Facilitate information meetings. Send out relevant materials to help small organizations understand the application process for funds such as Community Development Block Grant. (CDBG).	Share grant information – dates, applications and ongoing information and provide letters of support.	All Commissioners as needed	Two organizations have applied. One is a collaboration facilitated by staff – UAAMAC, Urban League, YMCA and Inner City Youth – Neighborhood Safety Alliance.

Goal 5: Make policy recommendations to the Mayor and City Council on issues of gang prevention, intervention, diversion and suppression methods; *identify* local, state and federal funding sources, and *identify* best practice efforts.

	Issue	Action	Activity	Team	Update/Outcome
5.1	**Commission needs to keep City officials aware of legislative and policy issues that inform the community**	Monitor and research legislation that impacts community efforts to reduce gang violence.	Through 13 City Network and UNITY, follow important legislative initiatives and participate in the discussion.	All Commissioners	

	work as regards to gang violence.				

Goal 6: Develop a sustainable funding strategy for the Strategic Action Plan.

	Issues	Action	Activity	Team	Update/Outcome
6.1	**Community collaborations need support And application assistance along with organizational outreach.**	Meet with community organizations and agencies interested in collaborative efforts that impact gang prevention and intervention. Identify and distribute relevant grant applications to organizations.	Research grants that aid the Commission's work as well as collaborations that support ongoing gang prevention and intervention within the community.	All Commissioners	• Working with the County HHSA and other agencies and collaboratives on initiatives and funding strategies