

South Coast Task Force on Youth Gangs Annual Report

January 2012

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Abbreviations

ADMHS	Santa Barbara County Alcohol, Drug & Mental Health Services
B2R	Santa Barbara County Probation Department Bridges To Recovery Program
CAC	Community Action Commission
CADA	Council on Alcoholism and Drug Abuse
CalEMA	California Emergency Management
CalGRIP	California Gang Reduction, Intervention, and Prevention Program
CalGRIP I	FY 2008/2009 California Gang Reduction, Intervention, and Prevention Program
CalGRIP II	FY 2010/2011 California Gang Reduction, Intervention, and Prevention Program
Coordinator	Task Force Coordinator
CUSD	Carpinteria Unified School District
MOU	Memorandum of Understanding
PAL	Police Activities League
Probation	Santa Barbara County Probation Department
SBCC	Santa Barbara City College
SBCEO	Santa Barbara County Education Office
SBPD	Santa Barbara Police Department
SBUSD	Santa Barbara Unified School District
SCTFYG	South Coast Task Force on Youth Gangs
SCYIP	South Coast Youth Intervention Project
Sheriff	Santa Barbara County Sheriff's Department
Task Force	South Coast Task Force on Youth Gangs
UCSB	University of California, Santa Barbara
YOBG	Youth Offender Block Grant
YSS	Youth Services Specialist

I. Executive Summary

There are approximately 22,775 youth enrolled in public schools on the South Coast. According to the 2010 Census there are about 14,451 youth, between the ages of 5-19 years living in the City of Santa Barbara, 10,256 in the County and unincorporated areas, 5,548 in Goleta and 2,400 in Carpinteria. Of this number, law enforcement estimates that there are approximately 11 youth gangs with 186 youth involved in gangs in the South Coast, which includes the cities of Santa Barbara, Carpinteria, Goleta and the unincorporated area of Santa Barbara County.

In response to the tragic gang related death of a 15 year-old in March 2007, the City of Santa Barbara launched an effort to address youth gang violence on the South Coast. A timeline with key milestones is included as Attachment A. An expanded summary is presented as Attachment B.

In March 2009, after a yearlong effort of community meetings and discussions on youth gang issues and solutions, the South Coast Task Force on Youth Gangs (Task Force) was formed. Funding was then secured from the following South Coast local government agencies for a regional effort: County of Santa Barbara, City of Santa Barbara, City of Goleta and City of Carpinteria. Year one funding was supplemented with contributions from the Bower and McCune Foundations and in-kind support by the Community Action Commission (CAC). CAC serves as the administrative host agency.

The problem of youth gang violence is a community problem and finding a solution will require a collaborative community effort. Therefore, the work of the South Coast Task Force on Youth Gangs is very specific:

- Take a regional approach by focusing on the South Coast, which consists of the cities of Carpinteria, Goleta, Santa Barbara and unincorporated Santa Barbara County
- Focus primarily on youth involved in gangs
- Focus secondarily on youth at high risk of being involved in gangs
- Promote the establishment of prevention strategies in the schools and with families

This report provides the background on the adopted Task Force “Guiding Principles” (Attachment C) and “Vision Statement” (Attachment D) and the efforts underway to tackle the problem of youth gang violence on the South Coast. It covers the work being undertaken by the South Coast Task Force on Youth Gangs plus the work of other agencies in our area committed to the mission of reducing youth violence. And finally, it lays out the work plan with future goals and objectives for the upcoming year.

Background

The South Coast Task Force on Youth Gangs is guided by two advisory bodies: the Leadership Council (Attachment E) primarily composed of elected officials, and the

Executive Council (Attachment F), primarily composed of chief executives from public, private, and non-profit organizations and community representation. The Task Force has had its share of challenges, realized significant accomplishments, and has a clear vision for future accomplishments. This report addresses all three areas.

Achievements

As a South Coast group we:

- Evolved from a single city effort to a South Coast strategy that involves government, educational, and client service organizations throughout the region
- Are increasing coordination among service providers
- Are receiving grant funds and serving youth
 - We secured \$769,309 in grants from the State of California to serve nearly 300 youth and families over a four-year period. This is in addition to the 100+ youth with gang terms and conditions originally served during the first pilot summer program.
 - Clients being served are making progress – for example:
 - ❖ 41% of the CalGRIP I credit deficient youth became credit compliant
 - ❖ 66% of the CalGRIP I participants did not re-offend during their participation
 - ❖ 76% of high school seniors in CalGRIP I graduated
 - ❖ 8 monthly parent support meetings have been held with an average attendance of 10
- Are making significant progress on meeting the goals of each and every “Guiding Principle” adopted at the inception of the Task Force by the Leadership and Executive Councils

Details of this progress are outlined in the Section II of this report. In part it includes:

- Focused services on youth involved in, or at risk of becoming involved in, gangs
 - Established client specific comprehensive programs that serve youth and their families
 - Increased coordination and partnerships with service providers
 - Secured regional funding for a South Coast effort
 - Created systems and developing methodology to measure program effectiveness and outcomes
 - Plowing ahead – doing nothing is not an option
- Are seeing the benefits of coordination and – two of the many examples include:

- Holding monthly discussions to enhance communication and coordination with probation, educational agencies, community-based organizations, and local government working as a strategy team - Strategy Team Members have all gained a better understanding of the programs that exist outside of our own sphere of influence.
- Supporting efforts by the City of Carpinteria and the Carpinteria Unified School District who are applying for a CalGRIP grant
- Are pleased that the Santa Barbara Unified School District is continuing to fund the Youth Outreach Worker, with an ongoing caseload of more than 100 youth. This position emerged as a pilot effort during the formative stages of the Task Force

Challenges

- The departure of the Task Force Coordinator after only six months of on the job was a significant setback. Fortunately a group of volunteers serving as a strategy team, with CAC staff working as an administrative team, has filled the void pending a more permanent solution.
- Additional processes are needed in order to guarantee client confidentiality for youth receiving services from multiple agencies.
- While County Probation has reliable information pertaining to youth with gang terms and conditions, law enforcement data concerning youth involved in gangs is often hard to come by and inconsistent. Data from various agencies working with youth involved in gangs provide overlapping but incomplete summaries of the challenge.
- Communications and “telling our story on what we’re doing” remains a challenge.
 - In an effort to not overburden our policymakers we structured the Leadership Council to meet two times per year. This schedule has created a communication gap with our elected officials. Therefore we will be recommending that the Leadership and Executive Council consider meeting in joint session, every other month, six times per year.
 - Although we have taken a positive first step in establishing our website, more remains to be done to inform the community about what we’re doing.
- Although we have made significant progress coordinating with local government and educational agencies, we have not been as successful with some grassroots efforts that don’t subscribe to what we’re doing. We need to do a better job reaching out to and combining efforts with all agencies in the South Coast community. In turn, all agencies need to appreciate that no single agency has

the solution and that our collective approaches are necessary to truly satisfy the client-specific services that are needed.

- We need to continue to work on engaging youth and families in the work of the Task Force. It is important that community members have input regarding the goals and work of the Task Force.
- The proposed gang injunction, a city of Santa Barbara strategy focused on adults and initiated independent of the Task Force, had a negative impact on the relationship with some grassroots organizations.
- Finally, there is an expectation that results need to be accomplished immediately. This is an unrealistic expectation for a situation that has existed for many generations.

Work Plan for 2012

Much work remains to be done. Here are a few highlights:

- An effort led by Dr. Jill Sharkey at UCSB to better manage and provide client services and collect data to measure the effectiveness of programs is underway.
- To improve communication with our elected officials we will recommend joint meetings of the Leadership and Executive Councils six times per year.
- To zero in on client services with the client in mind, we will complete an analysis of a youth survey of Los Prietos Boys Camp students. This will provide a better understanding of the types of programs and activities affected youth find appropriate and necessary.
- We will need to be more proactive in communicating about what we are doing - an intensified communication strategy will need to be implemented.
- We will continue to outreach to other partners and intensify efforts to establish better links and coordination with grassroots organizations.
- We will continue to apply for grants to extend the life of the services we are offering through the CalGRIP program.

All in all, we are pleased with the progress we have made on our journey and look ahead with optimism to the process of moving forward.

II. Guiding Principles, Objectives and Results

In December 2010, the Leadership and Executive Councils formally adopted the “Guiding Principles” that serve as the foundation of our work. The “Guiding Principles” are enhanced with a “Vision Statement” (Attachment D). This section restates the principles and includes a summary on the work done on each guiding principles.

Not all of the work on each principle is directly attributed to Task Force efforts. In fact, in many cases the work was done by partner agencies.

<p>1. We need to focus on services to the target population: - Youth actively involved in gangs, gang affiliates and potential gang members</p>
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Key outcomes:

- Established a client specific case management approach to address the specific needs of each client and families and provided two consecutive summer intensive program for youth 12-17.
- Santa Barbara Unified School District (SBUSD) hired a Youth Outreach Worker to work with youth involved in gangs and at risk youth to help them deal with personal stress, focus in class and stay out of trouble. The groups provide both personal and educational support to students that would traditionally not have alternatives. We hope that this model will be replicated in each school.
- SBUSD provides alternative educational experience to at risk students through the Santa Barbara Junior High CORE program and alternative settings at La Cuesta and Alta Vista schools.
- Secured a Cal GRIP Grant from the California Emergency Management Agency to operate a program from April 2009 through March 2011
 - Two-Year \$400,000 grant for youth gang prevention, intervention, and suppression. The grant required an in-kind services match of \$400,000 to create an \$800,000 effort.
 - The Cal GRIP I Grant was completed on March 2011 with, the following results.
 - ❖ 171 youth received case management services
 - ❖ 121 youth were youth with Probation Gang Terms and Conditions

- ❖ 80 youth out of 121 did not re-offend during the time they were receiving services – 66% compliance rate
 - ❖ 41 out of 99 credit deficient youth achieved credit compliance – 41% improvement
 - ❖ 27 youth completed probation and became credit compliant
 - ❖ Prevention services were provided to additional 45 youth through “Choices? Yes!” Program and “Summer Bridges Program”
 - ❖ 48 youth received the Peaks Mastery Program that focused on vocational/life skills
 - ❖ Agencies- CADA, CAC, SBCEO, SB Unified School District
- Secured a second, two-year Cal GRIP Grant (Cal GRIP II) from the California Emergency Management Agency to operate a program from January 2011 through December 2012
 - Two-year \$369,309 youth gang intervention program. The grant requires an in-kind services match of \$369,309 to create a \$738,618, effort.

First year activities and participation

- ❖ Providing individual Case Management Services and academic support to 60 youth
 - ❖ Providing Life Skills and Preventative Drug and Alcohol Program to youth at 2 sites from Goleta to Carpinteria – 36 youth
 - ❖ Provided monthly parent support groups for parents of youth – 36 parents/caregivers
 - ❖ Agencies – CAC, SBCEO, SBUSD, CUSD, Probation,
 - ❖ Additional partners include, SB County Mental Health and Santa Barbara Police Department.
- The SB County Probation Department secured a Youth Offender Block Grant (YOBG) which targets high risk youth on probation. A current caseload of 25, in 2011 twenty-seven youth were served. Some of the services offered include but are not limited to, helping clients achieve their educational goals, life skills (mentoring), health, and personal goals, i.e. assisting caseload youth in matriculating back into mainstream, continuation, or higher learning schools. The case managers and probation officers collaborate closely in order to serve the clients and their families in their best interest, while assisting them in successfully completing their probation terms and conditions. Parents participate in the newly established parent support mentioned. (Attachment P)
 - SB County Alcohol, Drug and Mental Health Program began Bridges to Recovery (B2R). This program focuses on juvenile offender reentry for high risk male youth with substance abuse and co-occurring disorders. Thus far, 28 youth have received services. (Attachment Q)

2. We need comprehensive programs which include suppression, intervention and prevention strategies by advocating for client specific services based on the individual needs of youth and their families, not a cookie cutter approach

- Youth Service Specialists provide additional support to students at SBUSD and CUSD schools. They provide alcohol and other drug related prevention and intervention services.
- Established the Case Management Model in 2009 and continue to focus on individual specific plans
 - Case Managers were initially centralized in the Santa Barbara County Office of Education.
 - Case Managers met individually with clients to identify needs, barriers and interests and prepared corresponding client specific plans.
 - Case Management Partners included the SBCEO, CAC, and CADA.
- Launched the South Coast Task Force website in English and Spanish – <http://youthgangtaskforce.org>
- Completed a survey of 58 youth at Santa Barbara County Los Prietos Boys Camp – youth provided in-depth answers offering specific ideas about what would have made a difference in their lives and helped them to not “get in trouble” or become involved in gangs. This information will be presented at a future Task Force meeting.
- Developed a Family and Youth Resource Card for use by law enforcement agencies. The card provides program information for families in a moment of crisis or needing assistance. (Attachment L)
- A survey was conducted of 100 agencies serving at-risk youth, 41 agencies responded about the issues from their point of view. (Attachment K)
- AllForOne served 78 youth through a mentoring program that offers experiential excursions and positive examples of alternative ways of living.
- The City of Carpinteria, the Carpinteria Unified School District, and Council on Alcoholism and Drug Abuse are applying for a FY 2011/2012 CalGRIP grant

3. We need to advocate for more coordination and partnerships by the agencies involved with youth gang intervention, prevention and suppression programs - to promote the availability of a Youth Outreach Worker in every school to prevent, and intervene with youth gangs; to promote a full range of services to assist the youth and their families; and to remember the female youth involved with and affected by gangs.

- Conducted regular meetings with the Santa Barbara and Carpinteria Unified School Districts and the Santa Barbara County Education Office to further linkages, coordination, and case management in the schools through Cal GRIP II grant
- SBUSD established a Youth Violence Committee to examine and discuss youth violence issues in our schools and communities, and resources available to address those needs.
- Established a coordinating strategy support team to improve coordination, develop milestones, program objectives and strategies. The team includes:
 - County Probation – Steve DeLira
 - Santa Barbara County Education Office – Fred Razo
 - Carpinteria Unified School District – Sharon Velarde
 - UCSB – Dr. Jill Sharkey
 - Community Action Commission – Fran Forman and Carolyn Contreras
 - City of Santa Barbara – Marcelo Lopez
- Held a Special Symposium on Street Gangs and School Safety with 150 participants from schools, community based service providers, elected officials, law enforcement and government agencies. The purpose of this conference was to further community knowledge about street gangs and work on strategies with schools and community agencies.
- Santa Barbara Campaign for Youth and Families presented the “Community Summits Report.” The project conducted a series of meetings with youth and parents to gather information, ideas, and solutions from persons impacted by youth violence. UCSB’s Dr. Victor M. Rios led the team that produced the report.

- Developed a Family and Youth Resource Card that law enforcement officials can distribute to youth and families during contacts. The card provides contact information to link youth and families to services. (Attachment L)
- CUSD participated in a 5-year Safe Schools Healthy Students Initiative (2006-2012). This was a multidisciplinary program focused on improved school climate, lower rates of suspension and the availability of comprehensive services for students and families. (Attachment M)
- Police Activities League (PAL) offers activities for the youth of the community with a focus on low-income youth at risk of gang violence. The objective of the program is to foster an environment where students who are at risk of being drawn into gangs or are underprivileged can enjoy opportunities that would otherwise be unavailable. (Attachment R)
- SBCEO established satellite schools at Twelve35 Teen Center and at CAC Administration building that will provide students with independent study courses and staff support. Summit High School staff will coordinate with support agencies to assist students with healthy choices, employment, counseling and support, dual enrollment with Santa Barbara City College, and other positive social activities. (Attachment S)
- Drafted proposed goals, objectives and performance standards for presentation to the Leadership and Executive Councils at the January Annual Meeting

4. We need a reliable funding stream to support programs with a track record of success or new promising programs that satisfy unmet needs - to build on the base of successful client driven programs created through coordination and pooling of resources; and to have the ability to measure program effectiveness and efficiency

- In July 2010, the Cities of Santa Barbara, Goleta and Carpinteria and the County of Santa Barbara entered into a Memorandum of Understanding (MOU) with CAC to serve as the host agency, fiscal agent and employer of record for the task force coordinator. Year one funding included:

County of Santa Barbara

\$ 50,434

City of Santa Barbara	\$ 67,729
City of Goleta	\$ 22,800
City of Carpinteria	<u>\$ 10,703</u>
	\$151,666
CAC in-kind funding:	\$ 25,964

Additional contributions included:

○ Hutton Parker Foundation	Office Space
○ Bower Foundation	\$ 15,000
○ McCune Foundation	\$ 2,000

- In July 2011, the MOU and funding commitment was extended with the same amounts of funding from the Cities of Santa Barbara, Goleta and Carpinteria and the County of Santa Barbara. CAC increased its contribution to \$26,505 and the Hutton Parker Foundation continued their in-kind contribution.

5. We need to be experimental, risk takers ready to move forward accepting the premise that if all possible objections must first be overcome nothing of significance will ever be accomplished – we will have successes and failures but doing nothing should not be an option

- Santa Barbara Unified School District continued funding for a Youth Outreach Worker to work with youth involved in gangs and at risk youth to help them deal with personal stress, focus in class and stay out of trouble. The groups provide both personal and educational support to students who would traditionally not have alternatives. The desire is that this model will be replicated in each school.
- Completed a youth and family services inventory with a focus on programs offering gang intervention services, the second phase, will include family services. (Attachment J)
- After an extensive recruitment, the Task Force Coordinator position was filled. Unfortunately the Coordinator left after only six months on the job. As an emergency measure, CAC (host agency) established a team management structure and appointed Saul Serrano to serve as Interim Task Force Coordinator.
- Launched the “South Coast Youth Intervention Project: Connecting Youth to Services” (SCYIP) headed by UCSB’s Dr. Jill Sharkey. The purpose of SCYIP is

to gather data on youths' involvement in programs designed to help them successfully complete probation terms and participate in the community and evaluate the coordination and efficacy of the programs. Through SCYIP, the core agencies involved in providing services to youth will be able to communicate and share information. SCYIP currently includes Probation, CAC, and the following schools: SBCEO, SBUSD and CUSD. This project is not funded and is a community service offered by these agencies. See complete project details on Attachment O.

- SBUSD has embarked on a review of the discipline policies and practices and is exploring the implementation of a restorative justice approach to student discipline.

6. We need to be patient because problems did not develop overnight and solutions will not be accomplished overnight

Efforts like ours require time to implement as they involve extensive planning, and coordination during the first two or three years with results more evident in the later years.

III. 2012 Goals and Objectives Work Plan

2011-2012 Goals and Objectives

FOCUS POPULATION IN PRIORITY ORDER

- Youth with gang terms and conditions – estimated at 150
- Youth involved in gangs – estimated at 186
- Youth at risk of becoming involved in gangs – estimated at 750
- Females involved in gangs– estimated at 37

GOALS AND OBJECTIVES

1. Establish the South Coast Youth Intervention Project – Connecting Youth to Services Data Management Project (Attachment O)
2. Develop client linkages, coordination and outreach strategy to integrate the services of the agencies working with youth involved in or at risk of becoming involved in gangs
 - a. Conduct four agency coordination meetings with agencies providing services to the targeted population to learn about each other's programs and services
 - b. Create opportunities to improve agency coordination
 - c. Targeted agencies to establish and improve coordination
 - Community Action Commission
 - Council on Alcoholism and Drug Abuse
 - Santa Barbara County Education Office
 - Santa Barbara Unified School District
 - Carpinteria Unified School District
 - Campaign for Youth and Families
 - Casa de la Raza
 - AllforOne
 - yStrive
 - Palabra
 - Just Communities

- Esperanza
 - Cine Media
 - AHA!
 - Santa Barbara Teen Coalition
 - Los Prietos Boys Camp Drama Kings
 - Toastmasters Soldiers
 - SBCC/Transitions/EOPS
 - Jewish Federation
 - University of California, Santa Barbara
3. Enhance communication with law enforcement agencies by providing community program resource information
 4. Continue to develop the Task Force web-site to be a tool for the community to find resources
 5. Support SBUSD in the development of alternatives to suspension for middle and high school youth with the implementation of a restorative justice system policy – in Santa Barbara Unified School District.
 6. Support the development of a Youth Corps model which is focused on reentry for at-risk youth into school and employment opportunities

South Coast Task Force on Youth Gangs Logic Model/Work Plan

Objective	Strategy	Agencies	Short Term	Intermediate	Longterm
Agencies communicate regularly about how to address Youth Gangs	Strategy Team	UCSB Probation CAC Schools SB City	Monthly Meetings	Monitor Guiding Principles	Monitor Goals and Objectives
Partnering with Campaign for Youth & Families	Outreach	CAC	Establish a working relationship	Identify common goals and objectives	Work towards common goals and objectives
Agencies will share data and communicate about case management	<u>SCYIP</u>	UCSB Probation CAC SBUSD CUSD SBCEO	Establish Infrastructure for SCYIP (MOUs & IRB) by 3/30/12	Gather consent and ROI for at least 80% of eligible participants by 6/20/12	First report and case management in place by 12/31/12

Provide eligible participants with life skills	CalGRIP Project Towards No Drug Abuse	CAC	60 clients will participate in evidence-based Project TND groups for life skills by 12/31/12	Clients will have completed a Project TND Pre and Post survey measuring outcomes	80% of clients will not reoffend Reduce Numbers of Youth involved In gang activity Reduce Juvenile crime on South Coast
Provide eligible participants with job skills	Youth Corps	CAC	27 clients will receive job skills training by 6/30/12	80% of participants are successfully employed or re-enrolled in school within 6 months of intervention by 6/30/12	Reduce juvenile crime on South Coast
Provide support and connection to resources to parents with youth at-risk	Parent support groups	CAC	50 families will receive support	80% of families who participate will report satisfaction with support	Reduce juvenile crime on South Coast

Client-specific case management to connect youth to resources	SCYIP	UCSB Probation CAC SBUSD CUSD SBCEO	Agencies will establish monthly meetings to engage in case management	SCYIP will develop a matrix of intervention options that families can be referred to	Youth and families will receive a greater array of support
Provide families with information about available services	Webpage Crisis Resource Cards	CAC	Distribute to Santa Barbara Police Department	Distribute to SB County Sheriff and other interested agencies	Maintain updated inventory of community resources and make available
Link students to higher education	1. Youth Outreach Worker 2. CORE Program	SBUSD	Work with 150 students by 6/30/12	Participating students graduate from high school	Improve SBUSD graduation rates from baseline

Increase school attendance and reduce recidivism	CalGRIP	SBCEO CAC	Case manage 100 students	School performance increase and recidivism decrease for participants	Improve graduation rates in participating school districts; reduce juvenile crime on south coast
Engage rather than exclude students who are at-risk	Restorative Justice (RJ)	SBUSD	Change policies to reflect RJ principles by 6/30/12	SBUSD will provide professional development training to staff by 8/31/12	
Provide services for youth exiting Camp including case management, treatment, and evaluation	Bridges to Recovery	Probation CAC CADA ADMHS UCSB	35 youths will be assessed and receive treatment and case management	80% of these youths will successfully complete probation terms and conditions	Reduce juvenile crime on the South Coast

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