

SCYSP

South Coast Youth Safety Partnership

Mobilizing and Engaging Communities to Help Reduce Violence and Keep our Youth Safe

**2020–2024
Strategic Work Plan**

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Kyle Richards
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5th District

Gregg Hart—Vice Chair
2nd District

Das Williams
1st District

Joan Hartmann
3rd District

Peter Adam
4th District



A Message from the Planning Team

I have been invested in the SCYSP since its inception because of the transformative power of community collaboration to meet the needs of all youth in our community. SCYSP partners recognize that our most vulnerable youth need the whole community to work together to address unmet needs such as safe and engaging community programming, work readiness and employment, mental health services, and overcoming stigma, identity and leadership development, healthy recreation, and post-secondary education attainment.

Last spring, we solicited the assistance of the California Cities Violence Prevention Network in developing and implementing our first comprehensive youth safety strategic work plan for the South Coast. While this plan focuses on the South Coast, we are committed to engaging all Santa Barbara County communities in establishing a countywide youth safety effort.

This plan is the result of the hard work of the Strategy Team, who coordinated the work of the Partnership. Its task was to conduct research, gather data, convene stakeholders, conduct surveys and focus groups and will take the lead in the implementation of this strategic work plan. We want to thank the Cities of Carpinteria, Goleta, Santa Barbara, and the County of Santa Barbara for their commitment to the safety and well-being of our communities' youth and families. By bringing our strengths together, we will help our children be more resilient and provide them with the protective factors they need to thrive.

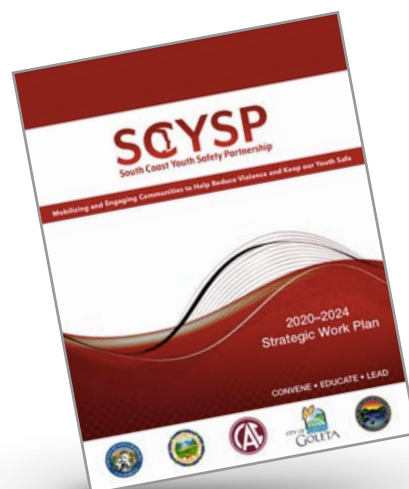
Jill D. Sharkey, Ph.D., NCSP, Professor
Chair, SCYSP Strategy Team

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South Coast Youth Safety Partnership Strategic Work Plan

- Built on public engagement
- Recognizes past challenges and accomplishments
- Examines data and emerging trends
- Defines future issues, challenges and goals
- Informs priorities for future Strategic Work Plans



POLICY TEAM

Cathy Murillo, Mayor, SCYSP Chair	City of Santa Barbara
Pamela Antil, Assistant City Administrator	City of Santa Barbara
Paloma Arnold, Director of EOPS/CARES	Santa Barbara City College
Bill Brown, Sheriff	Santa Barbara County Sheriff's Department
Gregg Carty, Councilmember	City of Carpinteria
Paul Casey, City Administrator	City of Santa Barbara
Al Clark, Councilmember	City of Carpinteria
Jon Clark, Executive Director	Bower Foundation
Joyce Dudley, District Attorney	Santa Barbara County District Attorney's Office
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Arthur Garcia, Presiding Juvenile Judge	County of Santa Barbara Superior Court
Guille Gil-Reynoso, Community Engagement Officer	Santa Barbara Foundation
Michelle Greene, City Manager	City of Goleta
Pat Hardy, Santa Barbara Quakers	Faith Community Representative
Tanja Heitman, Chief Probation Officer	Santa Barbara County Probation Department
Patricia Keelean, CEO	Community Action Commission of Santa Barbara County
Amy Krueger, Deputy Director	County of Santa Barbara Dept. of Social Services
James Kyriaco, Councilmember	City of Goleta
Donna Lewis, Superintendent	Goleta Union School District
Christina Lopez, Representative	Community/Family Representative
Lori Luhnnow, Chief of Police Chief	City of Santa Barbara
Cary Matsuoka, Superintendent	Santa Barbara Unified School District
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Jeffrey Milem, Dean	Gevirtz Graduate School of Education, UCSB
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Richard Munoz, Executive Director	All for One
Peggy Ochoa, Representative	Community/Parent Representative
Jacqueline Reid, Board Member	Santa Barbara Board of Education
Diana Rigby, Superintendent	Carpinteria Unified School District
Susan Salcido, Superintendent	Santa Barbara County office of Education
Saul Serrano, Coordinator	South Coast Youth Safety Partnership
Jill Sharkey, Professor	Gevirtz Graduate School of Education, UCSB
Vincent Sheppard, Representative	Youth Representative
Rene Wheeler, Administrator	Santa Barbara County Office of Education
Scott Whiteley, Executive Director	CADA/Fighting Back

"Strong leadership coming together to mobilize and engage communities to help reduce violence and improve the safety and quality of life for all our youth, their families, their community, and future."

STRATEGY TEAM

WITH GRATITUDE

A special thank you to the members of the Strategy Team and our consultants from the California Violence Prevention Network for their leadership in the coordination, planning, and development of this strategic plan.

Jill Sharkey, Chair	Gevirtz Graduate School of Education, UCSB
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Seth Miller	Community Action Commission of Santa Barbara County
Erik Raney	Santa Barbara County Sheriff's Department
Margaret Saleh	Goleta Unified School District
Saul Serrano	South Coast Youth Safety Partnership
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Frann Wageneck	Santa Barbara Unified School District
Jill Zachary	City of Santa Barbara Parks and Recreation

California Violence Prevention Network Consultants

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Tracy M. Colunga, MSW	Consultant



COMMUNITY ENGAGEMENT TEAM

Community Engagement Team Co-Chairs

Ali Cortes – SBUSD
Christian Jaimes – NCN
Ricardo Venegas – SB Parks and Recreation Neighborhood Services

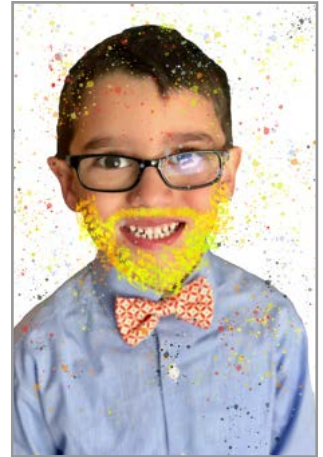
Santa Barbara County 211
A Different Point of View
Attitude Harmony Achievement (AHA)
Alternative to Violence Project
County Behavioral Wellness Department—Children's Clinic
Community Action Commission of Santa Barbara County
Council on Alcoholism and Drug Abuse
Children's A Listening and Mediation—CALM
California Personal Responsibility Education Program
California Student Opportunity and Access Program
Carpinteria Unified School District
Casa de la Raza
Casa Pacifica
City of Santa Barbara Parks and Recreation – Youth Employment
County Workforce Development Board
District Attorney's Office Truancy Program
California Department of Rehab - Youth Employment
Evolve Santa Barbara
Freedom 4 Youth
Family Service Agency
Isla Vista Youth Projects
Isla Vista Teen Center
Mental Wellness Coalition
National Compadres Network
Partners In Education—SB County Office of Education
Santa Barbara County Probation—Juvenile Services
Restorative Community Network
Reach
Santa Barbara Response Network—CERT (Listos)
Santa Barbara Housing Authority
Santa Barbara Police Activities League
Santa Barbara Scholarship Foundation
Santa Barbara City College
Santa Barbara Police Department
Santa Barbara Transgender Advocacy Network
Santa Barbara Unified School District
Santa Barbara County Sheriff's Department
California State Assembly Monique Limon's Office
University California Santa Barbara—Gevirtz Graduate School of Education
United Boys and Girls Club of Santa Barbara County
What is Love
YMCA Family and Youth Services
Youth Interactive
Youth Drought Water Project

SCYSP OVERVIEW

The South Coast Youth Safety Partnership (SCYSP) Strategic Work Plan a data-driven, collaborative effort to reduce youth and gang violence and build safe and healthy neighborhoods for everyone. Our success is predicated on the active engagement of our stakeholders supported by the active participation of our residents in identifying community and neighborhood needs and issues. We embrace a data-driven approach where we share data to the extent that the law allows. We are committed to shared accountability and shared responsibility. We also commit to determining, advocating for, and implementing evidence-based practices to reduce violence and build safe and healthy neighborhoods where our children can thrive. While data informs existing and future challenges, we will share in the responsibility to overcome them. The goal is to own our challenges and successes collectively.

In creating our vision, mission, and guiding principles, we established several aspirational goals to help guide the process. First, we aspire to develop and implement a community-wide Youth Safety Work Plan. This plan will help the South Coast region emerge as a robust and resilient community where youth are safe, healthy, and connected to their families, schools, and communities. Next, we want to establish a sustainable organizational structure that supports the implementation of our strategic goals. Third, we want to ensure financial resources are available to help our effort by maintaining a balanced and

diverse investment portfolio to support ongoing strategic objectives. We also need to develop neighborhood partnerships and engagement to support and implement activities that promote the strategic goals of the Youth Safety Work Plan. Mobilizing and aligning our efforts with other local and county initiatives are also essential and require us to continuously evaluate and assess relationships with internal and external partners with a focus on efficient alignment, leverage, and shared measurements. We want to provide community awareness and training about our goals through outreach, training opportunities, and engagement strategies directed by targeted, well-conceived communications plan. Education is a significant component of our youth safety efforts. We will support school readiness and success and focus on quality early childhood education programming to improve the learning experiences of children. Finally, we support the development of work readiness opportunities for all South Coast youth by maintaining Workforce Development initiatives including employment, career technical education and development, and case management services to increase work readiness and economic stability.



MISSION

The mission of the South Coast Youth Safety Partnership is to expand the mobilization and alignment of community resources to improve the safety and quality of life for our youth, their families, and the community.

VISION

Safe and caring communities that provide opportunities for all youth to fulfill their educational, employment, and personal potential.

"It is an honor to serve as the coordinator of the South Coast Youth Safety Partnership. Through the collaborative work completed thus far, we have accomplished our goal of supporting the community to decrease youth gang involvement and improve safety. The South Coast has witnessed youth and families benefitting by services provided by many programs in our community. It has been encouraging to see us come together to maximize our collective impact to serve youth and families. At the same time, we acknowledge that we have a responsibility to keep finding solutions, strengthening relationships, and continuing to secure resources to address emerging challenges and the at-risk situations that continue to impact our youth today and tomorrow. "

—Saul Serrano, Coordinator South Coast Youth Safety Partnership

Guiding Principles

Santa Barbara County enjoys a bountiful treasures including picturesque beaches and coastline, vineyards, agriculture, education, Mediterranean climate, and recreation activities, but one of our greatest treasures is our youth. As we evaluate the many needs of our communities' youth we often speak about what they need for their futures. We confidently declare that our children are our future, that we want to prepare them for the future, and that we want a bright future for them. All these hopes must be pursued, but we must acknowledge that our youth are more importantly our present.

In developing and planning this work plan, we first had to establish some guiding principles to confirm our beliefs, values, and philosophy to help guide the SCYSP over the life of the plan regardless of changes in our goals or strategies. The clear guiding principles will create culture where everyone in our community understands the importance of keeping our youth safe by addressing their needs today and tomorrow.



Our Guiding Principles

1 VALUE OUR YOUTH

Our youth should live in safe and healthy communities, attend safe schools, and be valued as contributing members of their community. We are committed to building on our community's protective and resiliency assets of our community, improving youth developmental assets; and expanding after school, evening, weekend, and summer programs.



2 BUILDING SAFE COMMUNITIES

We are committed to building safe communities for all youth and families. They should be ensured a sense of place in our communities and neighborhoods which should be safe places to learn, live, work and play. We advocate for enhanced student engagement and truancy prevention policies, strategies and programming by collaborating with school districts, parents, and community-based organizations.



3 COMMUNITY RESPONSE

We will lead the effort to address community challenges through a community response. We commit to providing parents, educators, public safety professionals, care providers, and public health professionals with the capacity to engage all our youth in reaching their potential. We will build community awareness through outreach and engagement strategies using a targeted, well-conceived communications plan.



4 TRUSTING RELATIONSHIPS

We value trust-based relationships that reflect productivity, accountability, and mutual respect. We will continuously evaluate and assess relationships with internal and external partners focusing on efficient alignment, leverage, and shared measurement.



5 SHARED RESPONSIBILITY

We are guided by a culture of evidence, exchange, excellence, and shared accountability. We will align our efforts with other initiatives at the local, county, state, and national levels aimed at building safe and healthy communities for youth and families.



6 VIOLENCE PREVENTION

We advocate for comprehensive violence prevention strategies that balance prevention, intervention, enforcement and reentry efforts. We commit to reducing violent crime as measured by the Uniform Crime Reporting Program and public safety crime data.



HISTORY

Like other communities across the country, the City of Santa Barbara began seeing an increase in gang violence in the late 1990s and into the new millennium. As in other communities, Santa Barbara and other Santa Barbara County communities responded by increasing targeted enforcement strategies to combat the rising violence. Despite these efforts, on March 14, 2007, a fifteen-year-old student became the victim of a gang homicide in downtown Santa Barbara.

Following this tragic incident, and faced with the growing problem of youth gang violence, the community came together to explore additional ways to address the problem. Santa Barbara, like other communities across the country, realized that it could not arrest its way out of a gang problem. Youth and gang violence is a community issue that requires a coordinated community response.

The structure of the South Coast Task Force on Youth Safety began in 2008, with a series of stakeholder meetings that led to its current structure and regional partnership of South Coast communities. Since the establishment of the Partnership, there have been many changes and accomplishments. This Strategic Work Plan is a progression of the Task Force's evolution.

With the goal of staying current, the Strategy Team launched Mission 2020 in 2016. In the process, 34 stakeholders were interviewed to examine past and current efforts and to explore ideas about how to sustain the Task Force into the future.

Feedback collected resulted in updates to the mission statement, an update to the guiding principles, a change to the Task Force's name, and the creation of seven initiatives to guide Task Force's work. The initiatives focus on mental health, youth employment, increased coordination by service providers, improved program performance through data evaluation, a pilot program focused on youth in at-risk situations, the creation of new service inventory, and administrative and coordination enhancements.

During the past eight years, the SCYSP Coordinator has continually explored technical assistance opportunities through the California



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Violence Prevention Network (CalVPN), a statewide nonprofit focused on helping communities develop strategic community-wide comprehensive violence prevention plans. In February 2018, the CalVPN Executive Director was invited to facilitate a one-day team-building workshop for the Strategy Team.

In preparation for the workshop, the CalVPN Director reviewed several SCYSP documents including past annual reports and the Mission 2020 document. He conducted telephone interviews with some of the Strategy Team members and drafted several documents to aid in the workshop discussions. After the workshop, the Strategy Team agreed that the SCYSP needed a comprehensive strategy that would provide clear direction and set out specific strategic goals aimed at reducing youth violence and building safe and healthy communities focusing on youth safety.

According to the CalVPN, many cities have implemented comprehensive strategies supported by coordinated place-based delivery systems and sustainable funding sources to accomplish the work. While regional efforts are typically longterm goals of local efforts, the SCYSP is committed to a comprehensive regional youth safety effort. The SCYSP can play a role in helping other communities to adopt broader regional efforts by developing a promising model for others to consider.

In the summer of 2018, the Task Force entered into a contract with the CalVPN to assist in the coordination, development, and implementation of a comprehensive strategic plan.

A Proven Model

In 2006, the National League of Cities' (NLC) Institute for Youth, Education, and Families and the National Council on Crime and Delinquency (NCCD) set out to organize a network of California cities that recognized gang violence as a community issue requiring comprehensive community strategies. The project, known as the California Cities Gang Prevention Network (CCGPN), and now serving as the nonprofit, California Violence Prevention Network (CalVPN), was composed of 13 California cities including Santa Rosa, Fresno, Oakland, Richmond, Salinas, San Diego, San José, Stockton, Los Angeles, Oxnard, Sacramento, San Bernardino, and San Francisco.

The CCGPN's goal was to develop models and best practices to reduce gang violence and victimization by sharing ideas, expertise, and knowledge to help other communities develop sustainable, action-oriented gang prevention plans. Common to these cities was a community effort grounded on shared accountability and shared responsibility to support four overarching efforts to reduce youth and gang violence. This comprehensive approach includes a balance of prevention, intervention, enforcement, and reentry efforts.

Today CalVPN offers training and technical assistance to California communities looking to implement community-wide comprehensive violence prevention strategies.

Place Matters

Research shows that youth and families do better when they live in strong supportive neighborhoods where they feel safe. Santa Barbara County and the cities within it have diverse neighborhoods that face disproportionate challenges of poverty, crime, unemployment, under-resourced schools, and affordable housing. Place matters and so does ready access to services and programs.

Feedback from residents of these neighborhoods—in particular our youth—supports what we know about real and perceived barriers to programs and services offered to youth and families. Primarily, youth and families worry about transportation and personal safety in accessing services.

Through the partnerships within the SCYSP including schools, churches, community centers, clubhouses, and multifamily housing recreation centers, we will work to locate more prevention programs and services in the neighborhoods where they are needed. We will also work to make transportation more affordable and accessible to teens and young adults.

This same place-based approach can be used to reach incarcerated youth and adults to engage them in reentry services and programs aimed at reducing recidivism and connecting them with support services once they are released. Reentry programs and services are already utilized in juvenile hall, the juvenile probation camp, and county jail. Through new and expanded partnerships, we will work to expand these programs based on regular needs assessments including input from both detained youth and young adults as well as those formerly incarcerated.

A FOUNDATION OF TRUST

The SCYSP is grounded on a foundation of shared responsibility and shared accountability, both contributing to building strong relationships and trust. We recognize that no one person, agency, organization, or group alone can be responsible for reducing youth and gang violence and building a healthy and safe community for our youth and their families. Youth and gang violence is a community issue requiring a community response.

We cannot and should not rely solely on law enforcement to keep us safe. Our law enforcement professionals have committed to being strong partners in this community effort along with local and county government, our schools, other key partners, stakeholders, and community members, collectively we can begin to address the needs of our youth so that they are more resilient and strongly connected to their families, schools, and community as they develop into our next generation of leaders.

Building A Comprehensive Plan

Through their work, the California Cities Gang Prevention Network identified five key components to an effective community action plan to reduce youth and gang violence. These components helped to shape the South Coast Youth Safety Partnership Strategic Work Plan.

COMPONENTS OF A COMPREHENSIVE PLAN

A Common Vision

A strong and actionable vision statement linked to a single indicator, or a tightly connected set of indicators that can be used consistently to measure progress over time.

Engaged Stakeholders

A critical look at who needs to be at the table taking different sectors of the community into consideration including public, private, and nonprofit groups, and both professional and community roles; inclusion of a variety of systems and services including city, county, state, and federal government representatives; and agreement among people in front-line, mid-level, and leadership positions.

Consideration should also be given to the voices of youth from all segments of the community into planning and implementation efforts to enrich the process and increase prospects for long-term success.

Strategies

Assemble a broad range of strategies that reflect and respond to the severity of the issue. Strategies should include a language shared and agreed upon by all stakeholders and a balance of prevention, intervention, enforcement, and reentry.

For the SCYSP, our strategies focus on keeping our youth safe and reducing youth and gang violence by mobilizing and aligning community resources. In addition to the four key strategies of prevention, intervention, enforcement, and reentry, an additional strategy is to help coordinate a regional youth safety initiative throughout Santa Barbara County.

Shared accountability

Building a foundation for a strong system of shared accountability by:

- 1) Developing common definitions of outcomes, and services/supports;
- 2) Establishing specific targets for both outputs and outcomes;
- 3) Clarifying responsibilities for individual team members and their agencies; and,
- 4) Publicizing goals and desired results to raise awareness and a community-wide sense of ownership.

Coordinated Initiatives

Identify individuals and organizations with the capacity, motivation, and mandate to monitor and report on the progress of youth safety and violence prevention initiatives. Look for opportunities to bolster the community's infrastructure to ensure effective coordination of key programs and services.



Investment Portfolio

Just as we have determined that no one program, service, or strategy can make a significant impact in reducing youth and gang violence or increase the safety of our youth and families, no one single funding source is enough to sustain our efforts. Communities that are successful to bring a variety of investment sources to the table to help fund immediate and longterm programs and services. The purpose of having a diverse investment portfolio is to ensure our efforts can withstand fluctuations in economic conditions and changes in local, state, and federal budgets. To the extent possible, investments should also be solicited from our community residents.

BACKBONE INVESTMENT

Backbone investments support the ongoing structure including staff, strategic planning, direct services, and community engagement efforts. Funds include local and county general funds and local special tax measures. Special tax measure may provide resources for local grant funding.

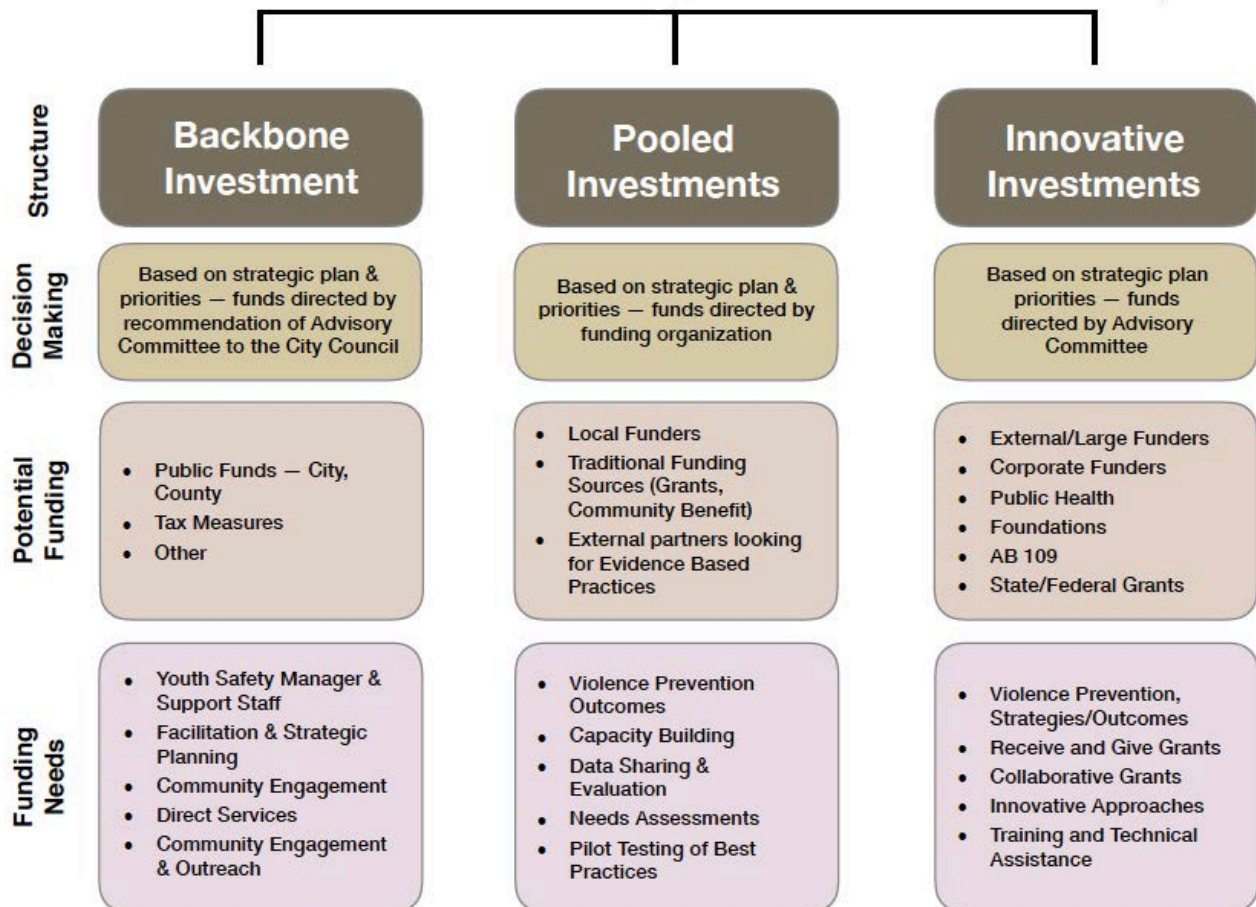
POOLED INVESTMENTS

Pooled investments can come from local funders, local and state grants, and external partners who may direct how the funds are spent. This includes programs targeting specific areas, age groups, genders, or other specific needs. Funding may be directed toward data gathering, evaluation, or pilot testing of a specific evidence-based program. Funds may be used to supplant other existing resources or pooled with other funding.

INNOVATIVE INVESTMENTS

These funds may come from large funders, corporations, foundations, public health, or state and federal grants. These investments may have specific guidelines and evaluation requirements and often look to fund innovative approaches to reducing youth and gang violence, or to support other local efforts like youth job training and placement, mental health, and reentry services. These investments may allow for funds to be shared by multiple organizations to encourage collaborative efforts.

South Coast Youth Safety Partnership Investment Portfolio Example



STRUCTURE

The South Coast Youth Safety Partnership (SCYSP) has evolved into a regional partnership grounded on a foundation of shared responsibility and shared accountability and includes the coordinated efforts of the County of Santa Barbara and the cities of Goleta, Santa Barbara, and Carpinteria. These local governing bodies have committed to funding the work of the SCYSP on a per capita basis and have contracted with the Community Action Commission of Santa Barbara County to serve as the SCYSP convener.

Other key stakeholders of the SCYSP include local and regional government agencies and executives, law enforcement, probation, education, social services, public health, faith groups, business leaders, philanthropic and community-based organizations, youth and parents. The organizational structure of the SCYSP includes a Policy Team, a Strategy Team, and a Community Engagement Team.

SCYSP POLICY TEAM

The Policy Team directs the efforts of the SCYSP through a collaborative process involving policy and decision-making community leaders. The team is co-chaired by the Mayors of Carpinteria, Goleta, and Santa Barbara and consists of the Chief of Police, Sheriff, Chief Probation Officer, District Attorney, Superintendents of Schools, social services, behavioral health, business leaders, community based organizations, the philanthropic community and others whose organizations interface with the issue of youth and gang violence.

Members meet quarterly to receive progress updates and provide resources. These leaders help to overcome bureaucracies and obstacles which hinder the implementation and success of the SCYSP strategic work plan.

SCYSP STRATEGY TEAM

Members of the strategy team are led by the SCYSP Coordinator and act as an advisory body to provide leadership and guidance towards the implementation of the strategic work plan. Monthly meetings provide continuity between the Policy Team's quarterly meetings. By coordinating with members of the Policy Team, the Strategy Team can promptly address issues or potential issues of youth safety by engaging members of the Community Engagement Team. The team also assists partner agencies to seek funding sources to help implement programs and services to meet our strategic work plan goals. In conjunction with the SCYSP Coordinator, the team leads and monitors the efforts of the strategic work plan and makes recommendations to the Policy Team.

SCYSP COMMUNITY ENGAGEMENT TEAM

The Community Engagement Team includes a diverse representation of direct service providers, educators, law enforcement, probation, social services, recreation and parks, and other providers. This Community Engagement Team can best be described as the "boots on the ground." This multidisciplinary team of first-line professionals has the technical expertise in their field to meet the needs of youth and families and to provide violence prevention and intervention services. The Community Engagement Team supports the mission of the SCYSP by implementing programs and services, collecting data, and monitoring performance measures for the goals outlined in the SCYSP strategic work plan.

POLICY TEAM

Mayors
County Supervisors
Law Enforcement
District Attorney
Probation
School Superintendents
Other Policy-Makers
Philanthropy Community

STRATEGY TEAM

Community Action Commission
School District
Law Enforcement
Social Services
Behavioral Health
Parks and Recreation
Probation
UCSB

COMMUNITY ENGAGEMENT TEAM

CBO'S
Law Enforcement
Probation
Schools
Faith Community
Social Services
Behavioral Health

Strategic Focus

Considering the breadth and complexity of a regional youth safety effort, the SCYSP Strategy Team will focus on five key strategic areas to ensure the comprehensive effort is sustained throughout the life of this plan and new strategic work plans to come.

ORGANIZATIONAL DEVELOPMENT

As the SCYSP progresses, its organizational structure needs to be strengthened to ensure the efficient and focused implementation of the strategic work plan. This includes regularly identifying training and technical assistance needs and maintaining a strong connection with the Policy and Community Engagement Teams.

MOBILIZING AND ALIGNING

Santa Barbara County communities benefit from a number of initiatives that promote health, education, housing, economic conditions, employment, and other factors that contribute to violence prevention and youth safety. Efforts should be

made to align the SCYSP strategic work plan with other initiatives and find ways to coordinate the sharing of data and measurements to provide the community with real-time dashboards on the impacts of this collaborative work.

INVESTMENT

An ongoing effort should be made to develop and maintain a sustainable and diverse investment strategy. By using the Investment Portfolio example on the next page, the SCYSP can identify immediate funding needs along with longterm funding streams that can support the ongoing needs of the SCYSP.

PROGRAMS

By using regular needs assessment surveys involving stakeholders and the community, the SCYSP can coordinate a variety of programs aimed at reducing violence and helping our youth to build strong resiliency factors that will contribute to their academic and future successes. With limited resources to fund new programs, we must ensure programs are focused on current needs and that they meet evidence-based standards and practices including proper evaluation.

COMMUNITY AWARENESS

The success of our efforts to build safe and healthy communities for our youth and families is dependent on our ability to mobilize and engage entire communities to help with the effort. No one person, organization, government body, or program can be expected to address youth safety alone. We must work together on a strong foundation of shared accountability and shared responsibility. This engagement will require the inclusion of a community communications plan as part of our annual implementation plans.

Strategic Focus Areas

ORGANIZATIONAL DEVELOPMENT

Strengthen the SCYSP's organizational structure to support the implementation of the strategic goals.



MOBILIZING AND ALIGNING

Continuously evaluate and assess relationships with internal and external partners with a focus on efficient alignment, leverage, and shared measurements.



INVESTMENT

Ensure strategic plan goals can be reached through a sustainable and diverse investment portfolio.



PROGRAMS

Prioritize and implement programs based on community needs assessment surveys and SCYSP member input validated through a strategic planning process.



COMMUNITY AWARENESS

Build community awareness through outreach and engagement strategies using a targeted, well-conceived communications plan.



South Coast Youth Safety Partnership

COLLECTIVE IMPACT

Never before has the South Coast region seen a stronger need for the collective impact of government and the community to build a long-term and sustainable coordinated strategic effort to keep our youth safe in their homes, schools, and community. Our experience with gang violence taught us to accept this issue as a community problem that requires a strong community response, and one which should not rely solely on our law enforcement professionals to solve for us. Research and data have shown that this issue is not unique to the South Coast; other communities in Santa Barbara County and throughout California have lost youth to gangs—both as victims and perpetrators of violent crime.

Communities like ours have taken ownership of the problem and mobilized to build safe and healthy neighborhoods for our youth, their families, and their futures. We recognize there is no one reason our youth engage in high-risk or criminal behavior including violence and gang crimes; equally true is that there is no one program or service that will help support our youth.

Organizations, nonprofit groups, law enforcement, local government, educational institutions, the faith community, and others in the South Coast have been providing prevention and early intervention services for decades through several initiatives. This includes early childhood education, early reading programs, after-school programs, summer camps, counseling, mentoring, job placement, anger management, sports activities, and other

services and programs which help build resilience factors our youth need to avoid high-risk behavior and be successful in school and their community.

Since mobilizing as the South Coast Task Force on Youth Gangs years ago, we have seen reductions in violent gang activity. While we have seen declines in gang crimes, there is still work to do in sustaining our effort by broadening our scope to overall youth safety. This effort will involve a focus on early prevention, education, and overall violence prevention.

Alignment

South Coast communities, like others across the county and California, have also been working hard to find solutions to other complex issues impacting youth and families which can lead to high-risk behavior including criminal activity and gang violence. This includes finding solutions to address poverty, affordable housing, access to health, homelessness, achievement gaps, and well-paying jobs.

As we lead and expand this youth safety effort, we must support and align our strategies to help move the needle on other local and regional initiatives impacting youth and families.

We must broaden our focus beyond crime statistics. To be innovative we must examine indicators in the following **four key domains** while supporting the strategies of other regional initiatives.

Regional Domains

- **Economic Conditions**, including cost of living, employment, affordable housing, job training and placement, and income
- **Crime and Safety**, including arrests and juvenile detentions, gang involvement, substance abuse, and youth involvement in violent crime
- **Family and Community Connectedness**, including access to healthcare, access to mental health services, family trauma, access to pro-social activities, access to recreation programs
- **School Conditions**, including early childhood education, attendance, discipline, graduation, and college readiness



Youth Engagement

In 2019, UCSB conducted a Youth Needs Assessment informed by data from 290 survey respondents and 66 focus group participants. Surveys and focus groups were administered to youth ages 11-24 across the county who represent a diverse cross-section of the region. The assessment evaluates how the community can better-serve youth. Data were presented to all SCYSP members and used to help develop this strategic work plan's goals.

SURVEY RESULTS

YOUTH PROGRAMS

- Preferred time for attendance was between 3:00-5:00 p.m. Monday through Thursday
- Barriers to attending programs were time, homework, and family responsibilities
- Motivators were doing something fun, learning new things, and help getting into college
- Greatest interests were movie nights, teen nights, entrepreneurship, and photography activities

NEIGHBORHOOD SAFETY

- Surveyed youth tend to like their neighborhood and would not like to leave
- Most reported empty or abandoned buildings, fights, graffiti, and drug sales are common in their neighborhood
- Access to substances ranged from easy access to marijuana to difficult access to cocaine, LSD, or amphetamines
- Most youth reported feeling safe at home and having healthy relationships

STRESS AND MENTAL HEALTH

- Top areas of concern were finding a current or future job, college preparedness, and family stress
- A large proportion of youth scored above the cut-offs for depression (41%) and anxiety (38%)
- Many reported they should handle problems on their own (61%) and nearly half felt a therapist might not understand them and they wouldn't want others to know they were meeting with a therapist
- When needing support, 70% were most likely to have spoken to a friend, 57% to a parent or other adult, 46% to a school counselor, and 39% to an adult at school.

The Stigma of Mental Health

- Only 6% of respondents would call a crisis hotline
- Only 15% would talk to a coach or club advisor
- Only 17% have spoken with a school nurse

FOCUS GROUP RESULTS

ISSUES FACED BY YOUTH

Youth consistently mentioned substance use as an issue they face. Youth most commonly cited peer pressure and stress, and a means to forget problems as reasons why youth use substances. Drinking, smoking marijuana, and vaping were most common across the county.

Many participants cited community violence, which manifested differently in various parts of the county. Youth in all participating regions of the county felt they lacked a voice in their community and are not represented in community decision making.

Youth from all participating regions reported being stressed about their financial situation. They cited difficulty with housing, food, and transportation, and these concerns are barriers to after-school program participation. They mentioned a lack of financial literacy, feeling stress over their family's bills, and needing to help support their family.

Youth expressed concerns about mental health struggles among peers and the stigma that surrounds getting help. At multiple alternative schools, students did note that school staff were welcoming and supportive to mental health needs due to the small environment and their caring nature. Participants from both regions connected mental health to social media. While some partially attributed pressure from social media to teenagers' increasing mental health issues, others described it as a place to share and connect about their struggles. Some participants suggested hiring counselors that share backgrounds and experiences with youth or offering peer-to-peer support to help dispel their fears in seeking counseling.

Youth Engagement, Cont.

SAFETY

The majority of participants responded that they did not feel safe primarily due to community violence. Participants also mentioned poor lighting as a reason why they feel unsafe. Youth from both regions mentioned that they would like to see more interaction between community members to build understanding and provide more support for one another. When talking about safety in their communities, participants talked about theft and cited financial issues and money as the motivators behind misbehavior.

Participants from both regions mentioned they felt unsafe and uncomfortable around police and other law enforcement. Some youth from Isla Vista had different beliefs and felt that law enforcement can help the community feel safer despite some bad interactions with police. Youth in North County expressed concern about a lack of support and resources for undocumented youth.

SCHOOL EXPERIENCES

Youth cut school because of boredom in school and a preference for meeting with friends and using illicit substances. Participants also indicated transportation barriers such as packed bus schedules, and inconvenient bus stops, needing to provide childcare to younger siblings, and financial issues as all impacting school attendance. Participants noted that having staff and faculty members who were caring and supportive helps and that they could be better supported if they had more mental health support.

Barriers to Program Engagement

Participants from all focus groups portrayed a range in their knowledge of community resources and programs: some were aware of some programs, some did not know of any, and some already are or have been involved. Those participants that did participate or know of programs had learned about them through friends or school. Some participants felt that programs were only available to certain people.

All participants noted a space to meet and hang out with friends as a strong motivator. They also noted mentorship and counseling as needed

services for their peers. They described wanting to feel supported, understood, and comforted by the counselors or the community center. They emphasized the importance of feeling respected.

Barriers included transportation, lack of interest in offered programs, childcare, expenses, program costs, and needing to work instead. Some youth expressed concerns about limited freedoms, such as racial profiling or forced attendance.

SUGGESTIONS FOR FUTURE PROGRAMMING

Youth suggested that programming be promoted more with language that resonates with youth in general. Youth wanted programs that provide career mentorship and to prepare for life after high school. They recommended creating a community center for them to read, do their homework, learn how to cook and participate in recreational activities like video games and sports.

Both survey respondents and the focus groups described the similarities and the differences between county regions to further inform how services can address the unique needs of their communities. As a whole, Mid-County youth reported significantly more risks and fewer strengths than North or South County youth.

We were fortunate to have our youth provide valuable information about their needs, including mental health, community violence, safety issues, and financial concerns that can be addressed through services provided by our community and the efforts of the SCYSP.



EMERGING TRENDS

Juvenile Justice Statewide Data

To better assess emerging trends in the South Coast region, we reviewed statewide juvenile justice trends, which have shown promising signs since the start of the new millennium. It was then that many communities began exploring new approaches to reducing juvenile crime, primarily a more strategic community-wide effort focusing on underlying factors contributing to youth crime.

Since 1999:

- Juvenile felony arrests have declined by 71%
- Juvenile population in state and county-run facilities has fallen 73%

Statewide juvenile justice custodial capacity increased by 14 percent during this same period

- State Division of Juvenile Justice — 4 facilities
- County halls, camps, ranches — 112 facilities

From 1996 – 2003

- Juvenile offenders in state custody declined by 58% from 10,325 to 4,300

From 2003 – 2013

- Juvenile offenders in state custody declined an additional 84% from 4,300 to 680

April 30, 2019

- 714 juvenile offenders in Division of Juvenile Justice (DJJ) custody

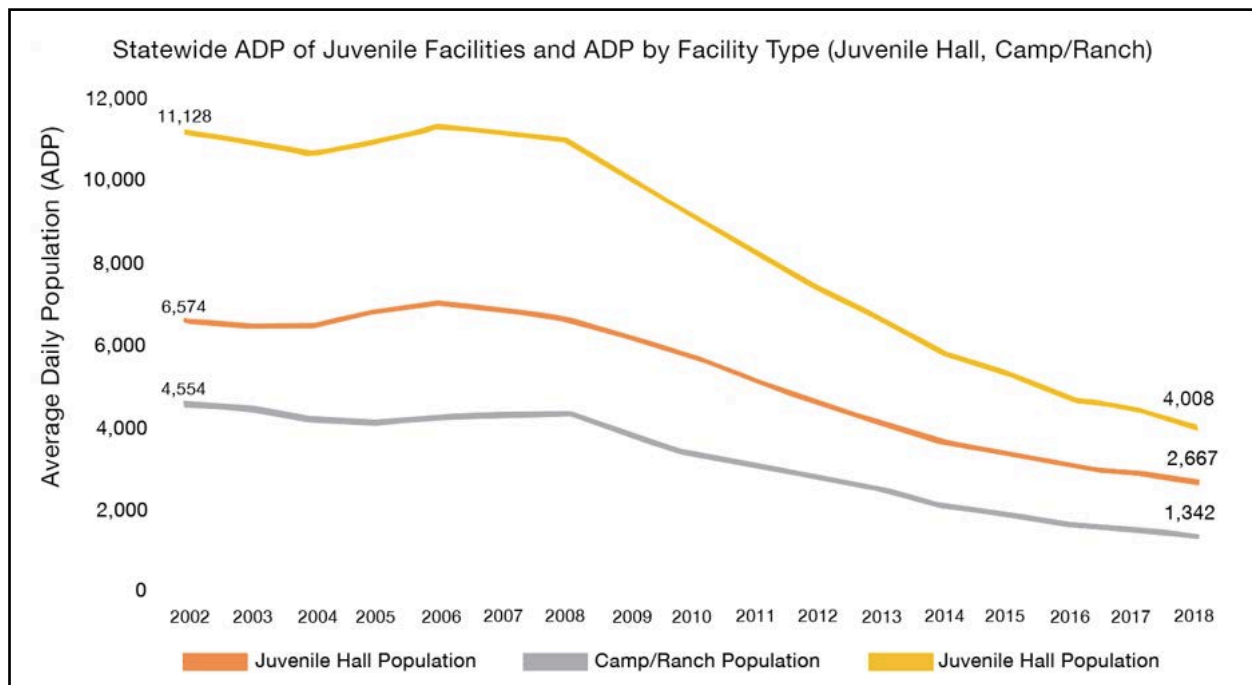
Precipitating Factors:

Dramatic decline in juvenile crime (71% decrease in felony arrests)

Senate Bill 81 – 2007 Juvenile Justice Realignment

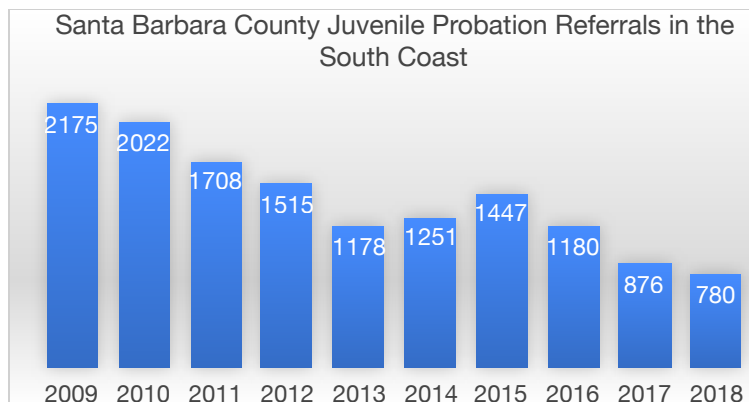
- Funding allocated to counties to manage youth locally
 - Community-based programs
 - In-custody programming
- Sliding-scale fee structure imposed to discourage counties from sending low-level offenders to the DJJ (formerly California Youth Authority)
- Youth parole directly from DJJ to County Probation Agencies

The graph below from the Board of State and Community Corrections shows the Average Daily Population (ADP) of Juvenile Facilities and (ADP) by Facility Type.

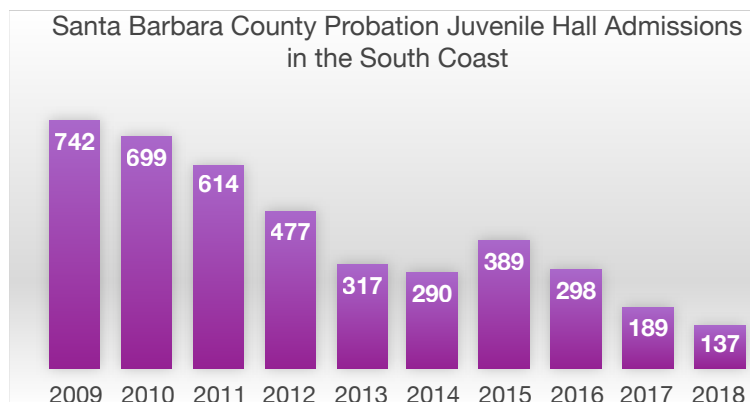


Juvenile Justice Data in the South Coast

The chart to the right shows a reduction in the number of juveniles referred to probation from 2009 to 2018 with a notable spike in 2015.

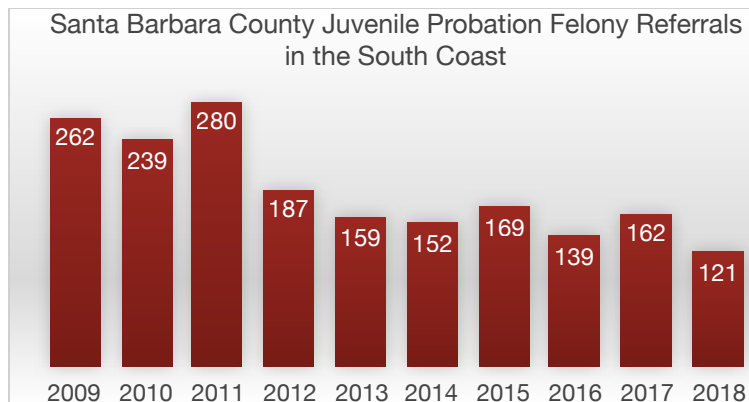


Santa Barbara County Probation Juvenile Hall Admissions in the South Coast

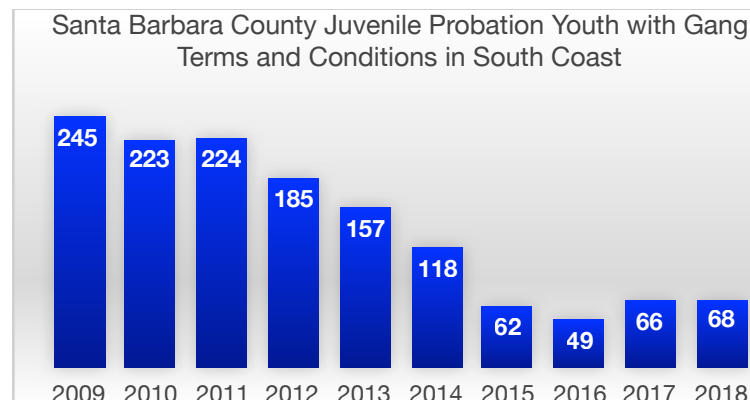


The chart to the left shows overall reductions in juvenile hall admissions from 2009 to 2018 with a notable spike in 2015.

The chart to the right shows a reduction in juvenile felony referrals from 2009 to 2018 with an increase in 2011 followed by a sudden drop in 2012 and some increases in 2015 and 2017.



Santa Barbara County Juvenile Probation Youth with Gang Terms and Conditions in South Coast



The chart to the left shows a steady reduction in the number of juveniles on probation from 2009 to 2018 who have Gang Terms and Conditions with a notable decline in 2015.

Note: The same precipitating factors described on the previous page can be applied to the charts on this page.

INDICATORS OF SUCCESS

Based on stakeholder feedback, research and data collection, and youth surveys and focus groups, we have identified five indicators of success. These indicators are intended to give stakeholders and the community a sense of what changes to expect based on the collective efforts of our stakeholders and residents. For example, just as we cannot expect our law enforcement professionals alone to reduce gang violence, we should not expect our educators to be solely responsible for improving school outcomes. The same applies to other indicators of success listed below.

As we implement our new goals, we must understand that we can only achieve success with:

DATA

We must collect and share data as authorized by law to better inform our response to community needs and to evaluate and measure progress toward our goals.

A REGIONAL MINDSET

The youth safety issues in Santa Barbara County are not isolated in any one city or community. We must reach out to other cities and communities to continue strengthening our regional effort.

PARTNERS

No one agency can address all the underlying factors that impact the safety of our youth. We must continue strengthening our collective efforts by bringing more stakeholders to the table.

A SENSE OF URGENCY

The safety needs of our youth are a serious matter, and we can't delay implementing actions to achieve our goals. Good work is already underway in the South Coast, but we must work on raising the level of urgency for reducing violence. The effort involves a strong collective call to action by our community leaders.

Indicators of Success

Our current data overwhelmingly demonstrates that juvenile interaction with the justice system in Santa Barbara County has declined over the course of the past decade. This is in part due to a committed and coordinated efforts like the South Coast Youth Safety Partnership. We feel strongly that now is the time to build on that progress with a renewed focus on a holistic approach to youth wellbeing. As such, the South Coast Youth Safety Strategy Partnership has targeted five key indicators of success for our community to focus on over the life of this plan.



Improve School
Outcomes



Increase
Opportunities for
Youth and Young
Adults to
Participate in the
Community



Decrease Youth
Involvement in
Juvenile Justice
System



Reduce Youth
Gang
Involvement



Reduce Violent
Juvenile
Offenses

STRATEGIC WORK PLAN GOALS

During the term of this plan, the SCYSP will be guided by six strategic goals to help increase youth safety. These goals will allow the SCYSP to build strong community engagement while focusing on the most pressing issues impacting youth safety. This will be accomplished by coordinating the delivery of services and programs to both prevent and intervene in youth-related violent crime. These goals will help leverage resources to support and expand these services by exploring opportunities for identifying local, state, and federal funding to sustain our work to build safe communities for all. Coordinated efforts will involve a balance of prevention, intervention, enforcement, and reentry strategies.

Prevention

Intervention

Enforcement

Reentry



Goal 1 *Enhance a Balanced Violence Prevention Effort*

Goal 1 will focus on establishing a collaborative relationship with agencies and organizations working within the prevention, intervention, enforcement, and reentry domains. This collaboration encourages partners to understand their roles in the domains outside their primary focus. It also looks to balance the effort based on current and urgent needs of the various communities. A balanced effort does not mean equal. This collaborative effort must remain flexible over time to better respond to current needs, developing trends and changing community conditions.

A major objective of this goal is to identify needs within each of the four domains and to identify the services and programs necessary to address them and build capacity to meet current and emerging issues.

OBJECTIVES:

- Identify additional funding sources to support the regional violence prevention efforts of the SCYSP
- Assist existing community-based organizations to build capacity to serve gang impacted youth
- Partner with the Sheriff's Department and Probation Department to coordinate reentry strategies
- Advocate for the implementation of evidence-informed and evidence-based programming with trauma-informed care approaches
- Identify additional funding sources to expand sports programs and physical recreational facilities through evidence-based approaches that increase safety and reduce youth violence, crime, and victimization among youth and young adults
- Assist service providers to build capacity to provide street outreach intervention services and programs
- Assist law enforcement in strengthening community relationships and trust

Performance Measures: Develop a diverse investment portfolio to help identify sustainable funding streams. Ensure partners are trained in evidence-based and trauma-informed practices. Identify capacity training needs for SCYSP partners. Identify data points and needs in each of the four violence prevention domains. Assist law enforcement in identifying and implementing strategies to continue strengthening community relations.

Goal 2

Establish outcome evaluation methodologies for partner agencies and organizations

Goal 2 will focus on establishing evaluation methodologies which will help partner program and service organizations to measure their impact. Effective evaluation strategies will help inform and strengthen the collective impact of all SCYSP partners. Utilizing a standard methodology will allow the SCYSP and its partners measure performance individually and collectively and will also be used to assess resource allocation.

OBJECTIVES:

- Coordinate with partners to standardize evaluation models for services and programs
- Develop a data-sharing agreement with SCYSP partners including law enforcement, SB Probation, SB District Attorney's Office, SB Public Defender's Office, and school districts
- Develop a plan and process to provide partners and the community with regular updates on the impacts of the SCYSP effort and summarized in an annual report

Performance Measures: Set metrics to monitor, measure, evaluate, and report activities of SCYSP partners. Develop an SCYSP performance dashboard to assist in providing realtime updates to the community. Establish and implement a data-sharing MOU with SCYSP partners.

Goal 3

Develop strategies to improve access to mental services to youth and families

Data and survey results show that youth and families are not accessing available mental health services offered in schools or from other service providers in Santa Barbara County. Many youth believe they will be stigmatized if they access mental health services and often look to friends to help resolve personal issues. This goal necessitates further research to identify barriers to mental health services for youth and families and work with mental health service providers and other SCYSP partners to increase access to services.

OBJECTIVES:

- Work with behavioral health partners, Santa Barbara County Department of Behavioral Wellness, and school districts to review data on access to mental health services
- Develop a regional mental health awareness campaign to fight mental health stigma
- Assist school districts in strengthening and expanding on-campus mental health services
- Support and expand awareness of mental health services to Spanish-speaking residents

Performance Measures: Evaluate regional data on mental health access to determine gaps and barriers to available services. Expand regional mental health awareness efforts including on-campus education materials and training to youth and families during the SCYSP annual training and as needed in South Coast communities and neighborhoods.

Goal 4

Develop strategies to place SCYSP youth and young adults in vocational training programs and jobs

Surveyed youth reported three major stressors in their lives: finding a current or future job, preparing for college, and family stress. Not all South Coast youth and young adults have the same access to well-paying jobs that enable them to meet basic needs including a good quality of life. The opportunity gap for high-risk and gang-impacted youth to become employed in Santa Barbara County's competitive market is difficult. The SCYSP and partners will increase opportunities for youth and young adults by helping to increase academic success and through job training and placement programs.

OBJECTIVES:

- Work with SCYSP partners to reduce truancy and suspensions
- Work with SCYSP partners to support academic success and improve high school graduation rates
- Convene a regional youth jobs steering committee
- Work with the business community and other partners to develop subsidized and unsubsidized work experience programs
- Work with Probation to strengthen educational and job readiness programs for young adults, juvenile detainees, and probation camp youth

"Whether you think you can or you think you can't, you are right."

Performance Measures: Create a culture of shared-accountability for the academic success of our youth and young adults. Identify strategies to help improve school attendance and increase graduation rates. Identify investment opportunities to support subsidized work experience programs. Appoint a SCYSP Youth Jobs Steering Committee to coordinate and guide job training and job placement programs.

Goal 5

Build community engagement through outreach and awareness strategies

Our youth safety strategies are stronger when our community members share in the responsibility to build resiliency in our youth and actively participate in community-wide efforts. Parents, businesses, the faith community, and other groups can help in promoted healthy and safe neighborhoods by educating themselves on the issues facing youth and young adults, and how to prevent youth and gang violence.

OBJECTIVES:

- Develop a targeted communication plan to educate the community about the SCYSP Strategic Work Plan
- Provide opportunities for community members to engage in youth safety efforts
- Provide training to parents on how to identify and reduce risk factors impacting their children
- Expand opportunities for youth and families to participate in the SCYSP annual youth safety and wellness conference

Performance Measures: Ensure all SCYSP partners and members receive orientation on the organization's structure, purpose, strategic work plan goals, and targeted outcomes to assist in educating the community on how they can participate. Provide orientation to service groups on how they can support the SCYSP. Provide targeted training for youth and parents at the annual SCYSP youth safety and wellness conference.

Goal 6

Mobilize and align SCYSP strategies with other Santa Barbara County initiatives

This goal recognizes that other county-wide initiatives exist to support youth and families and to help build safe and healthy communities. By coordinating and aligning the efforts of the SCYSP with these initiatives, our collective impact can be strengthened. This collaboration can help to identify gaps and service needs while enhancing opportunities to better address critical issues facing youth and young adults.

OBJECTIVES:

- Align the SCYSP with other local, county, and state-wide programs and initiatives (i.e. Kids Network of Santa Barbara County, First 5 Santa Barbara County, Juvenile Justice Coordinating Council, California Violence Prevention Network) to maximize and build resources, investments, and outcomes
- Explore the coordination of the SCYSP with the Santa Maria Mayor's Task Force on Youth Safety and expansion throughout Santa Barbara County
- Cultivate relationships with the philanthropic community and the business community to educate them on the goals of the SCYSP and seek ongoing investments to support programs and services for youth and young adults
- Assess the composition of the SCYSP and recruit new members to ensure broad stakeholder engagement

Hurt People Hurt People

Performance Measures: Provide briefings and orientation to organizations serving youth and families in Santa Barbara County on the goals and purpose of the SCYSP. Recruit potential Policy Team or Community Engagement Team members from these organizations. Identify a member of the Santa Maria Mayor's Youth Safety Task Force and the SCYSP to participate in each other's youth safety initiative.



"If you look into their eyes, you can't see the tattoos."

