

Mayor's Gang Prevention Task Force

Strategic  
Work  
Plan

2015-  
2017

Trauma  
to

Triumph

*A plan to foster hope and break the cycle of youth violence*

*The City of San José's Department of Parks, Recreation and Neighborhood Services would like to acknowledge all the contributions of those who participated in the development of the Mayor's Gang Prevention Task Force 2015-2017 Strategic Work Plan.*

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# Trauma to Triumph

The Mayor’s Gang Prevention Task Force (MGPTF) is the City of San José’s Youth Violence Reduction Strategy. Over the past 23 years, the MGPTF has strategically worked to address issues of gang involvement among youth and young adults in an effort to reduce youth violence associated with gangs.

The MGPTF was established in 1991 in response to an increase in gang activity and crime. It is comprised of a broad coalition of local residents, school officials, community and faith-based organizations, local law enforcement, and city, county and state government leaders. The MGPTF brings these diverse stakeholders together and leverages each group’s expertise as part of a coordinated, interagency effort to curb gang-related activity in San José.

The work of the MGPTF is coordinated through a Continuum of Services that works across four key areas: Prevention, Intervention, Suppression and Re-entry. The MGPTF’s successes can be attributed to its ability and willingness to continually refine and develop programs and services that meet the needs of a changing community.

The goals in the Mayor’s Gang Prevention MGPTF Strategic Work Plan 2015-2017 will focus on moving youth and young adults from “Trauma to Triumph.” Furthermore, these goals will allow the MGPTF and our partner organizations to strategically align resources to address youth violence.

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## From the Mayor of San José



GANG VIOLENCE HAS LONG BEEN A SCOURGE in every major U.S. city, and San José is no exception. San José has long touted what has become a national model for engaging non-profit organizations, the faith community, schools, and the police in gang-prevention and intervention with youth. I appreciate the groundbreaking work that began in 1991 with Mayor Hammer and continued with the work of Mayor Gonzalez and Mayor Reed. The

Mayor's Gang Prevention Task Force is a commitment from the City of San José to keep our communities safe from crime and gang violence.

I will continue to work with you to ensure we build upon our past successes, while implementing new methods and efforts that take our young people out of a life of trauma and into a collective triumph.

San José's success in gang prevention, intervention, and suppression over the past twenty-four years is deeply rooted in our culture of collaboration and innovation. This collaborative approach has earned San José a distinguished seat on the National Forum for Youth Violence Prevention.

Our entire community shares a responsibility to prevent gang violence, and we know that we cannot arrest our way out of our gang problem. While we have seen a reduction in violent crimes and gang-related homicides in recent years, it is evident that much work remains.

This updated strategic work plan will guide our Task Force's efforts into 2017. It includes goals and objectives identified by the community that I will make a priority in my new administration, including more youth after-school programs, and job readiness and preparation programs. We will commit to strengthening our partnerships with our school districts to minimize truancy. We will work proactively with the County of Santa Clara on a re-entry network and job training efforts for former gang members who return to our communities, so we can help prevent them from reverting to violence.

With a recovering economy, we see new opportunities for engaging young people in the workforce. We will develop partnerships with our innovative companies that will create positive opportunities for our youth, improve our fiscal sustainability, and make our Task Force even more effective.

I urge you to join the Mayor's Gang Prevention Task Force. Together we will take decisive action to ensure a bright future for our community and youth.



# Mayor and City Council



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 Alum Rock Counseling Center  
 Alum Rock Union Elementary School District  
 Anti-Graffiti Anti-Litter  
 Asian American Recovery Services  
 Asian Americans for Community Involvement  
 Bill Wilson Center  
 Boys and Girls Club  
 Bridges Academy  
 California Youth Outreach  
 Cathedral of Faith  
 Catholic Charities  
 Community Crime Prevention Associates  
 California Community Partners for Youth  
 Center for Employment and Training  
 Citizen Schools California  
 City of San Jose — Council Districts  
 City of San Jose — City Manager's Office  
 City of San Jose — Mayor's Office  
 City of San Jose — Parks, Recreation, and Neighborhood Services  
 City of San Jose — Code Enforcement  
 City of San Jose — Independent Police Auditor's Office  
 City of San Jose — Housing Department  
 City of San Jose — Library Department  
 Santa Clara County Sheriffs Office  
 Santa Clara County Valley Medical Center  
 Community Member — Rose Whitcomb  
 Community United Project  
 Crossroad Calvary Chapel  
 Center for Training and Careers  
 California Youth Outreach  
 Dept of Alcohol and Drug Services  
 EMQ Families First  
 Escuela Popular

East Side Union High School District  
 Family and Children Services  
 Santa Clara County Probation Department  
 Santa Clara County Health Department  
 Filipino Youth Coalition

Juma Ventures  
 Kids in Common/OYP  
 Leadership Public Schools  
 Office of Assembly Member Campos  
 Office of the District Attorney  
 P.A.R.T.I



Firehouse Development Corporation  
 FIRST 5 of Santa Clara County  
 Fresh Lifelines for Youth  
 Franklin McKinley Children's Initiative  
 Foothill Community Health Center  
 For Pits Sake, Knock Out Dog Fighting  
 Franklin McKinley School District  
 Santa Clara County Public Defenders Office  
 George Mayne Elementary School  
 Girls Scouts of Santa Clara County  
 Housing Authority of the County of Santa Clara  
 Santa Clara County District Attorney's Office  
 Joyner/Payne Youth Services Agency

Pathway Society  
 Project Access  
 Project Inspire YWCA  
 Regional Medical Center  
 Sacred Heart Community Service  
 San Jose Conservation Corps and Charter School  
 San Jose Jazz Society  
 San Jose Job Corps Center  
 San Jose Unified School District  
 Unity Care Group, Inc.  
 Victory Outreach  
 Work2Future  
 Year Up Bay Area



## MGPTF: An Overview

THE CITY OF SAN JOSÉ'S MAYOR'S GANG PREVENTION TASK FORCE (MGPTF) is a national model of collective impact that promotes public safety through a collaboration of stakeholder groups consisting of government, law enforcement, community, youth service providers, faith-based organizations, schools, and concerned residents. The MGPTF Policy and Technical Teams coordinate and target the deployment of a Continuum of Gang Prevention, Intervention, Suppression, and Re-Entry Services. The MGPTF leadership staffing and contracted services were moved into the City's Department of Parks, Recreation and Neighborhood Services (PRNS) in 1991. The decision to house the MGPTF administrative and service programs in PRNS has provided the community with a "user friendly face" to introduce and implement prevention and intervention services.

In addressing the dynamic nature of youth violence, particularly related to gang influence and

involvement, the MGPTF has accumulated valuable organizational knowledge that has galvanized a relentless, shared community commitment around this public safety policy initiative that directly affects the quality of life for youth, families, and all residents. Over the past 23 years, the City has made a sustained, strategic investment of financial and other resources to rival the short-term "rewards" offered by gangs. This *Continuum of Prevention and Intervention Services* has provided youth and their families multiple levels of services and support embedded within schools, neighborhoods, the juvenile justice system, and the broader community.

The MGPTF San José Public Safety Policy Initiative is designed to disrupt violence at the neighborhood level, while concurrently delivering targeted prevention and intervention services to address gang related issues, problems, and violence that youth and their families are encountering. The MGPTF concurs with the National

Center for Disease Control (CDC), Division of Violence Prevention (DVP) position that "Violence is a public health problem that has a substantial impact on individuals, their families and communities, and society. Each year, millions of people experience the physical, mental, and economic consequences of violence. The good news is that violence is preventable."

### Community-Driven Process

The City of San José continues to be one of the safest large cities in the country as a result of deliberately engaging community and policy-making stakeholders to actively participate and contribute to the process on an on-going basis. The MGPTF Strategic Work Plan for the period of 2015-2017 is the product of a multi-faceted city-wide needs assessment process that included thirty neighborhood resident input work sessions as well as the analysis of secondary community needs assessment data.





## Neighborhood resident input processes:

The neighborhood resident input processes provided opportunities for the various segments of San José’s community to examine and discuss public safety concerns related to gang presence, influence and associated problems and issues. This process involved convening four large Town Hall meetings that were accessible throughout the City as well as numerous focus groups with youth and families, including those directly impacted by gangs. The large bodies in attendance at the town hall meetings were divided into smaller, more manageable focus groups, with specific focus groups designated, or translation services provided, for non-English speaking residents. In total, 936 residents participated in 30 focus groups, sharing and ranking their priorities following a discussion among participants.

### Community Priorities

Analysis of focus group results indicated agreement among participants to support the following rank-order priorities:

- 1. Youth programs** which are accessible at community sites (e.g., community centers, schools) during after-and out-of-school hours. Types of programs/services rated high repeatedly by individuals included:
  - After-school recreation programming, arts programs and organized sports
  - Late night gym programs, job and college preparation services, arts and field trips, education support services, role model/mentoring programs
  - Drug and gang prevention and intervention services at a younger age
- 2. Collaboration with schools** to leverage resources to serve students and families from early prevention to aftercare/re-entry. Examples of listed services included:

- The need to provide “hands-on assistance” to youth who are struggling with school was stressed by youth and adults alike. Tutoring, mentoring, gang awareness education services are example of areas mentioned.
- School re-entry, truancy, and drop-out prevention services

**3. Parent education** and support for families to thrive. Examples of listed services rated high repeatedly included:

- Parenting childrearing classes
- Education on gang and drugs
- Teen parenting services

**4. Increase community policing** and law enforcement. Example of listed services rated high repeatedly included:

- Create opportunities for police officers and neighborhood adults/youth to improve relationships
- Coordinated gang suppression actions to allow new programming to take hold
- Legal consequences of gang crimes
- Neighborhood capacity/association building

In addition, residents also had an opportunity to participate in the “Innovation Games,” an exercise facilitated by the City Manager’s Office as part of the Annual Budget Process. This process allows residents to better inform the City regarding budget priorities. Concerned resident-participants were divided into groups of 7-9 members. The games employed an alternative focus group method that required participants to rank budget priorities and then negotiate among the competing priorities within their respective group to arrive at some consensus. This community leader input process identified public safety and gang prevention as the highest priorities for both fiscal years 2013-2014 and 2014-2015.<sup>1</sup>

## Our Guiding Principles

The leadership within the MGPTF Policy and Technical Teams is comprised of representatives that are appointed and/or elected by their peers. This distinguished group of concerned stakeholders, representing various systems charged with serving community needs, has steadily implemented the MGPTF mission as a multi-dimensional, public safety policy initiative and has optimized the targeted investment of public and private resources in the City. The representatives within the MGPTF network coordinate the different organizational cultures and services of these systems to establish a shared professional respect and platform for coordination and implementation. The culture of the MGPTF is grounded in the following guiding principles:

- 1. We value all of our youth.**
- 2. We cannot arrest our way out of this problem, and will not give up on our commitment to facilitate personal transformation.**
- 3. We will address this community challenge with a community response.**
- 4. We value trust-based relationships that reflect productivity, accountability, and mutual respect.**
- 5. We are guided by a culture of evidence, exchange, and excellence.**

<sup>1</sup> San Jose Mercury News, (February 2, 2014) *Residents Continue to Give Public Safety High Priority as San José’s Budget Process Begins.*

## Analysis of Secondary Community Needs Assessment Data:

Community vulnerabilities<sup>2</sup> cannot be assessed at the individual level, but are an aggregate representation of individual, family, and community risk factors, community problems, and their dynamic interaction.

The City of San José is a city of diversity and contrasts. The 2010 U.S. Census Bureau reported:

- Thirty-nine percent are foreign born and 56% speak another language beside English at home.
- Twenty-five percent of the City's population (240,000) is under 18 years of age, and 9% (85,134) is between ages 18-24 years.
- San José Household Income Distribution Levels also reflect a contrast in quality of living, with 50% above \$75,000 median household income level, 16% in the \$60,000 to \$74,999 range, and a full 34% in the lower \$16,000 to \$49,999 range.

In addition, the distribution in San José's prosperity and associated quality of life is also not equally distributed throughout the City. The distribution of families and youth impacted by personal/social risk factors are heavily concentrated in certain areas of the City. There are a total of 22 high-risk zip codes that have been identified in Santa Clara County, of which 18 (82%) are in the City of San José.

The study rated such factors as:

- substance abuse
- poverty
- drop-outs
- juvenile justice entries
- felony arrest
- child removal
- teen mothers
- single parent households
- mental health clients
- low test scores
- low birth weight

(Source: *County of Santa Clara High-Risk Zip Code Study, 2009*)

The 18 San José zip codes had a composite score of risk factors 4 or higher (6 being the highest score possible).

Furthermore, the 18 zip codes are clustered in the Eastern-Central Corridor of San José, adjacent to each other, running from the southern portion to the northern borders of the city. This corridor is heavily impacted by crime and gang activity. For instance:

- These areas have the highest concentration of gangs — approximately 90% (91 gangs). The San Jose Police Department has 6,522 validated gang members in their database, and it is estimated that there are thousands more of non-validated gang associates in the City of San José. (Source: *SJPD-Gang Unit — San Jose Active Gang List*)

- The Eastern and Central zip codes have the highest concentration percentage of juvenile offenders returning from incarceration (65%), and over fifty percent of the adult clients being released from Prison/County Jail under AB 109 Correctional Reform Legislation. (Source: *Santa Clara County Probation Data, 2011-12*)
- This corridor has 56% to a high of 85% of all the select violent crimes city-wide. (*Police Crime Data, October 2011-12*)
- 88% of San José MGPTF youth clients served reside in these areas.
- 24 (78%) of the MGPTF Identified "Gang Hot Spots" are located in the Eastern/Central Corridor.

The community vulnerabilities risk factors at play in these geographic zip code areas are significantly higher than many areas of the City of San José and deserve placed-based focus attention by the MGPTF services and resources.

Please refer to the *Community Vulnerabilities and Individual Risk Factors* (Appendix) section in the back of this Strategic Work Plan for a more comprehensive review of community vulnerability indicators and conditions.



<sup>2</sup> Community Vulnerabilities can be defined as the degree to which people, property, resources, systems, and cultural, economic, environmental, and social activity is susceptible to harm, degradation, or destruction on being exposed to a hostile agent or factor.



# MGPTF: Evaluating Success

## A community response to a community challenge

In the mid-1980s and early 1990s, San José began to experience high rates of drug use, gang violence, and crime. To effectively respond to the call to action by concerned citizens of San José, organized by People Acting in Community Together (PACT), Mayor Susan Hammer declared that San José had a “serious gang problem.” In response, the City Council enhanced Project Crackdown (a targeted neighborhood empowerment and improvement strategy and program), which served as an impetus for the City’s Department of Parks, Recreation and Neighborhood Services (PRNS), and the San José Police Department (SJPD), to further develop innovative strategies to address rising crime, and in particular, gang crime.

In the early 1990s, determined to affect change and reduce violence and crime, San José’s mayor expanded these efforts into larger prevention and intervention activities and services that became the Mayor’s Gang Prevention Task Force (MGPTF), with a service component titled “Bringing Everyone’s Strengths Together,” (the BEST Program).

The MGPTF efforts were informed by research and strategies formulated by the Office of Juvenile Justice and Delinquency Prevention (OJJDP), while the MGPTF began to formulate a continuum of gang prevention, intervention, suppression, and re-



entry services.<sup>3</sup> As the MGPTF’s gang prevention and intervention knowledge and capacity expanded, so did the focus of the MGPTF Strategic Work Plan. Under Mayor Susan Hammer, the focus was “Stop the Violence.” The next Strategic Work Plan emphasized “Reclaim Our Youth” from gangs. Under Mayors Ron Gonzales and Chuck Reed, “Transforming Our Youth: Action Collaboration Transformation (ACT),” emphasized collaborative service delivery among MGPTF partners to transform the lives of their clients.

The MGPTF, including the BEST-funded programs, has been widely recognized as a leader in gang prevention, and has been touted as a model intervention by OJJDP’s National Youth Violence Prevention Forum and the State of California’s Gang Prevention Network. In April 2011, MGPTF members, led by Mayor Reed,



*Mayor Chuck Reed at a Town Hall Meeting to gather input from residents regarding programs to reduce youth violence.*

<sup>3</sup> Wilson, J.J. Howell, J.C. 1993. A Comprehensive Strategy for Serious, Violent, and Chronic Juvenile Offenders. OJJDP, U.S. Department of Justice.



participated in the National Summit on Preventing Youth Violence in Washington, DC, and presented a comprehensive plan for reducing youth violence by adapting and enhancing existing local initiatives.

While evaluations of program-level data from BEST-funded community-based service providers have been analyzed to determine effectiveness across measures associated with gang involvement—particularly resiliency and developmental assets—there has been no comprehensible evaluation of the broader initiative that has sought to understand how this innovative, multi-sector approach to addressing community violence was conceived of, developed, and implemented, nor of how the MGPTF has evolved to continue its relevance and effectiveness over more than two decades.

In order to document the evolution of the MGPTF and set a foundation for continuous improvement programs, the MGPTF was successful in launching a multi-year evaluation project. The evaluation study is funded through a Department of Justice, Office of Juvenile Justice



*Clean Slate Program participant having gang-related tattoos removed at Santa Clara Valley Medical Center*



and Delinquency Prevention Field Initiated Research Grant, and will assess the MGPTF in two separate domains. First, a *retrospective evaluation* explores the formative history and evolution of the MGPTF over a twenty-year period, drawing heavily on qualitative data from interviews and historical documents. A second phase examines client-level outcomes related to service provision through the MGPTF-funded “Bringing Everyone’s Strengths Together” (BEST) programs in a *prospective evaluation*.

This Strategic Plan includes findings related to the first phase — the retrospective analysis.

**“The people and organizations of the Mayor’s Gang Prevention Task Force form a community safety net where our passion is to reclaim our youth and facilitate personal and community transformation.”**

— Angel Rios,  
Parks, Recreation and Neighborhood Services



*Mayor Sam Liccardo with Fabian Debora of Homeboy Industries at the 7th Annual Gang and Crime Prevention Summit.*



## Mayor's Gang Prevention Task Force: Retrospective Evaluation Findings

The evaluation report from the retrospective phase of the evaluation study has revealed and documented important practices of the MGPTF that have contributed to its success over the last 20 years. From its inception and throughout its evolution, several factors have significantly shaped the success of the MGPTF:

■ **The central role of community.** From the original call to action, the City's communities, families and residents have served as a critical partner in addressing the gang problem. The members of the MGPTF recognized that neighborhoods provided invaluable information and came with their own expertise. As such, the MGPTF actively sought their input.

■ **Extensive collaboration and partnership.** In addition to the MGPTF's partnership with the community, the MGPTF exemplified extensive collaboration across agencies. A large factor was the very structure of the MGPTF. Bringing together the Directors of the various sectors into one entity — The Policy Team — provided a regular forum for ongoing communication and to tackle the problem from a variety of perspectives. Moreover, the bifurcated model of the complementary Policy and Technical Team ensured stakeholder involvement on multiple levels. At the same time, MGPTF partners recognized from early on that relationships between individuals were at least as important as agreements between institutions. By creating opportunities for MGPTF members to get to know each other as people rather than as institutional representatives, the MGPTF helped build trust, which in turn broke down silos.

■ **Flexibility and adaptability.**

A large part of the MGPTF's sustainability over the past twenty-three years has been its ability to stay flexible and adapt to the changing needs of the community as well as broader political and economic landscape. Once again, the synergistic relationship between the Policy and Technical Team greatly contributes to the MGPTF's adaptability. That is, through an extensive community engagement process and regular correspondence with the Tech Team, the Policy Team was able to continually refine the MGPTF's Strategic Plan, which in turn informed the funding criteria for BEST eligible service providers. The sum of all these various mechanisms provided a continuous feedback loop that allowed the MGPTF to quickly and efficiently respond to the changing needs of the community.

■ **Data-driven decision-making and information sharing.**

Transparency in data sharing and data-informed decision-making not only ensured all stakeholders were clear on the larger vision and objectives, but also held each participating agency accountable to the MGPTF and ultimately, the community. Consistent program evaluation made sure stakeholders' activities continued to align with the strategic objectives. Additionally, the implementation of a results-based accountability (RBA) system in 2002 depoliticized decisions around funding and resource allocation without compromising collaboration and partnership.

■ **Emphasis on continuous learning.** The MGPTF has continually tried to stay up-to-date on gang prevention programs through a variety of means. One primary

**Over the years, the emphasis on the Task Force strategies changed, given circumstances within the city as far as gang involvement. It's a pendulum swing. Sometimes more prevention is needed, sometimes more heavy suppression. We made those decisions based on the needs of the community over time.**

— Mark Buller,  
District Attorney's Office



*MGPTF Program participant receiving an award for successfully completing a sponsored program*

method has been through an iterative relationship with OJJDP. That is, in the early days of the MGPTF, OJJDP gang related research and strategies helped inform the prevention and intervention planning work of the MGPTF. However, as the MGPTF adopted and tailored gang research findings and intervention recommendations to San José's particular gang history, characteristics and unique perspective to addressing these needs, the MGPTF gained national recognition. The MGPTF understood early in the process that no standardized protocol for program design and implementation for San José would work. The MGPTF learned invaluable expertise from the community by simply confronting the problem on a daily basis, in partnership with residents. The families and community advocates had an intimate understanding of each district's social demographics, as well as needs and gaps in services. The MGPTF combined this expertise with OJJDP's guidelines to create a successful gang prevention and intervention initiative that was specific to the City of San José. As a result, it has gained national recognition by OJJDP. Most recently, Mayor Chuck Reed was invited to showcase the Initiative at the National Forum on Violence Prevention in Washington D.C. This iterative relationship between the MGPTF and OJJDP that has emerged over the years has been an incredible accomplishment for the City.

The Evaluation Report authors noted that San José has successfully implemented the principles of collaboration, and went on to say,

*"By far and away the most critical element to the success of the MGPTF is the strength of the City's relationships and inter-agency collaboration. As these relationships are often challenging to document and measure, they are frequently cited as necessary without a true understanding of what their absence can translate to on the ground. Without relationships, there would be no trust, and subsequently little progress toward tackling a gang problem. Every single individual interviewed for this evaluation described the critical importance of the relationships they have with others connected to the MGPTF — the ability to pick up the phone and locate resources, obtain answers to questions, or generate potential partnerships for new ideas — as invaluable."*

The Retrospective Evaluation Report, led by Resource Development Associates — after reviewing and analyzing extensive qualitative data from interviews, historical documents, and program evaluations data — concluded:

*"Overall, the Mayor's Gang Prevention Task Force has had a net positive impact on the City of San José, which has seen consistent reductions in all types of crime, including violent crime, per capita since the initiation of the*



*Task Force. Through a combination of political leadership, shared ownership, adaptability, and meaningful collaboration, the Task Force has evolved into a highly effective means by which the City can respond to and address changes in crime rates — and one that has become entrenched in the City's infrastructure. As the evidence illustrates, the Task Force meets all of the hallmarks of best practice in gang violence prevention and intervention, and even appears to have set precedent by implementing practices nearly two decades ago that had yet to be identified as best practices, and are now, being promoted in the Science of Implementation literature and OJJDP training for the National Forum on Youth Violence Prevention."*

The full Retrospective MGPTF Evaluation Study Report is available at [www.sanjoseca.gov](http://www.sanjoseca.gov)



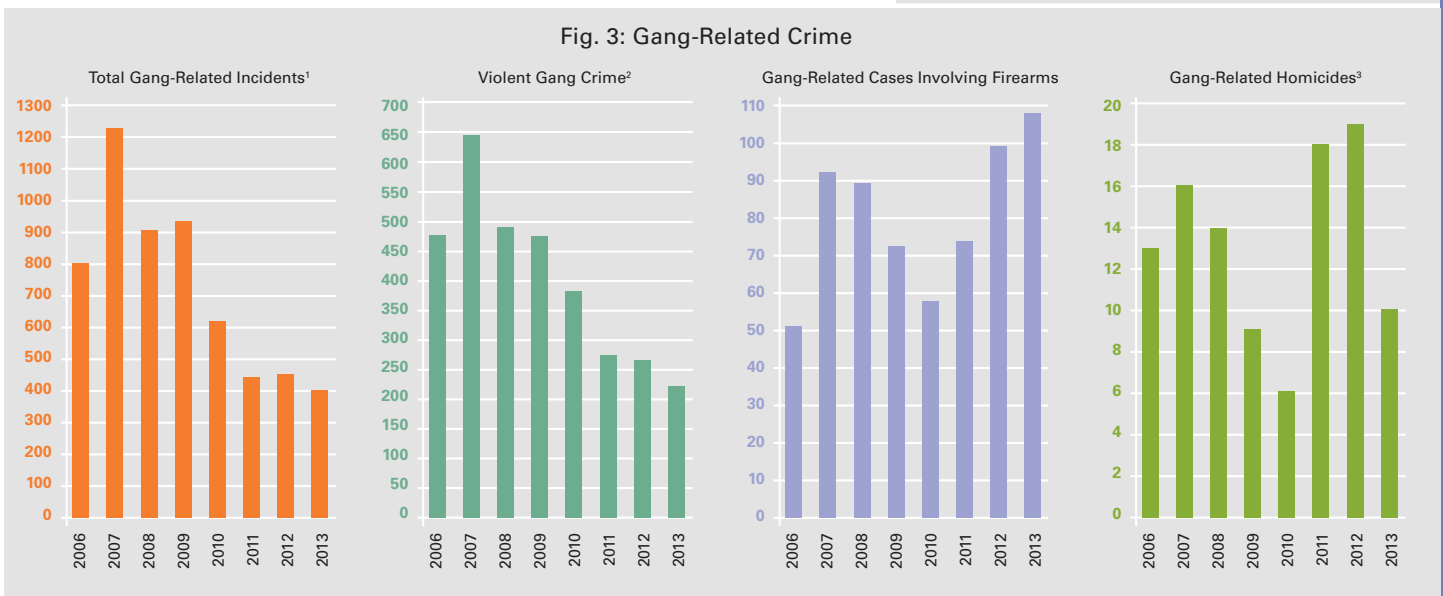
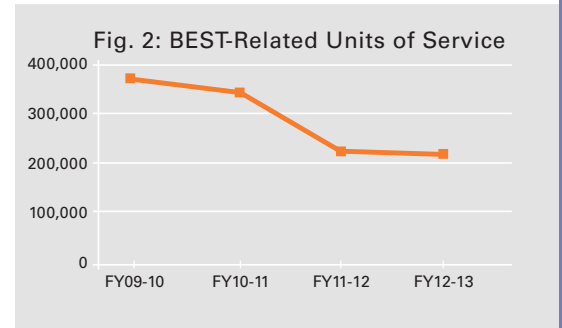
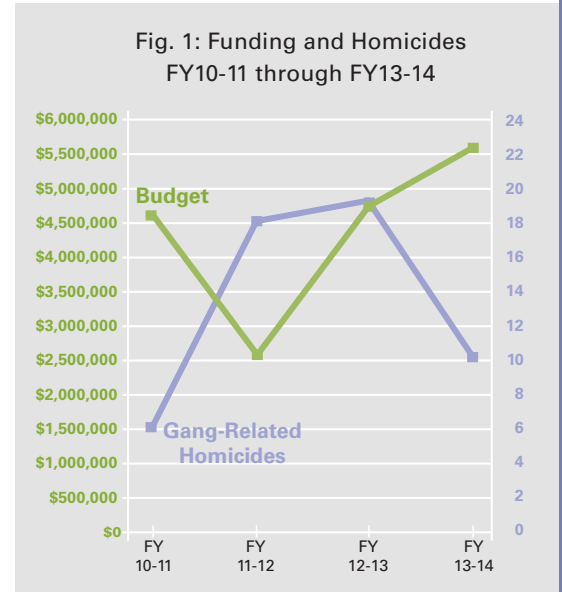


# Moving Forward: A Period of Rebuilding and Advancing Service Delivery Effectiveness

THE STRONG INTER-AGENCY RELATIONSHIPS that are often referenced as the foundation of the MGPTF have not been immune to change over the years. Since 2007, the established network of collaborating partners within the MGPTF experienced transitions and changes, many of which were influenced by the recent economic recession and other factors. Within government, law enforcement, community and faith-based organizations, schools, and other stakeholders, respected practitioners with historical affiliations exited the MGPTF, while new colleagues were oriented to continue their respective organization's service delivery. The ongoing service delivery with minimal interruption across the Continuum of Services is a function of continuity and consistency in the representation of the stakeholder organizations that comprise the MGPTF. Active representation facilitates the coordination of ongoing efforts among various partners serving a

particular geography to anticipate if additional efforts are required to serve the needs of youth and families affected by gangs. The impact of the sagging economy was not limited to triggering turnover among personnel within the network, but also altered the manner in which programs and partners across all stakeholder segments collaborated to optimize diminishing resources.

The economic downturn that began in 2007 reduced the financial resources available to the MGPTF. Analysis of trend data from 2009-2013 show declining curves for both the total annual funding allocations for the BEST Program and the total hours of BEST-funded services delivered annually. The most dramatic declines occurred from 2010-2012. In addition, with the economic downturn and reduced funding, gang related incidents and homicides increased. As noted in the MGPTF Retrospective Evaluation Study: "Looking over the course of



<sup>1</sup> Vandalism cases are excluded from 2006-2010.

<sup>2</sup> As of January 1, 2014 Violent Crime categories were modified to align with the UCR guidelines. For the purposes of this report, updated violent crime criteria was applied to data for 2011-2013. Due to this change, data from previous years should not be compared

<sup>3</sup> In mid-2013, gang-motivated homicide classification criteria was updated to be consistent with the Department's Gang Investigation Units' use of Penal Code criteria in classifying gang-motivated crimes. Due to this change, data from previous years should not be compared.





the last 22 years, crime in San José has been the lowest at times when there have been relatively high levels of suppression and enforcement combined with high levels of services.”

Figures 1 and 2 on page 11 illustrate the trends for annual funding allocations and increase in gang-related homicides.

The impact of funding reductions was felt across all segments of the stakeholder groups that comprise the MGPTF, including City Youth Intervention Services, BEST-contracted services,

and faith-based organizations. Community-based organizations experienced financial distress while the City of San José Parks, Recreation, and Neighborhood Services (PRNS) and the Police Department (SJPD) saw substantial reductions in their operating budgets. The most observable impact of the Great Recession of 2007 to 2010 was through reductions in the work force within PRNS, SJPD, and among community-based organizations. As the economic climate has improved, the MGPTF and its partners have been able to begin the process of rebuilding its continuum of service capacity, incorporating the latest practices with evidenced informed and based research and learning to maximize the impact of our new service investments. The MGPTF Strategic Work Plan Goals and Objectives presented in the latter part of this plan will reflect this perspective.

Despite the success of the MGPTF in containing gang-related crimes and homicides and help-

ing to earn the ranking of one of the safest big cities in the nation, reoccurring spikes in gang related incidents continue to persist, particularly in gang “hot spots” throughout the City. Additionally, funding cuts translated into reductions in the number of youth that could be reached and served. The BEST Program needed to learn how to do more with less, yet not compromise the quality of service delivery. This could only be done through doing more of what works — and less of the service activities that do not generate a sufficient return on investment. Most recently, the MGPTF requested funding from OJJDP to launch a major System Improvement Project to revitalize and enhance the San José BEST Program Continuum of Eligible Services, in order to strengthen what was working, replace what was not working, and to fill service gaps with appropriate evidenced-based practices or services.

Fig. 4:  
Prevention Spectrum

Level of Spectrum	Definition of Level
<b>6</b> Influencing Policy and Legislation	Developing strategies to change laws and policies to influence outcomes
<b>5</b> Changing Organization Practices	Adopting regulations and shaping norms to improve health and safety
<b>4</b> Fostering Coalitions and Networks	Convening groups and individuals for broader and greater impact
<b>3</b> Educating Providers	Informing providers who will transmit skills and knowledge to others
<b>2</b> Promoting Community Education	Reaching groups of people with information and resources to promote health and safety
<b>1</b> Strengthening Individual Knowledge and Skills	Enhancing an individual’s capability of preventing injury or illness and promoting safety



**Funding cuts translated into reductions in the number of youth that could be reached and served. The BEST Program needed to learn how to do more with less, yet not compromise the quality of service delivery.**



## Advancing Service Delivery

### Community of Learning

The MGPTF received funding from OJJDP and established a MGPTF-BEST Program Community of Learning (COL) in 2014 to codify the existing programs, to advance the MGPTF services delivery knowledge base, and to enhance the evidence-informed/based practices of the MGPTF. The BEST COL is designed to establish a San José BEST Program Service Providers Community who will share in the leadership of leveraging emerging trends and evidenced-informed practices, while implementing Eligible Services. The Goals and Objectives for the COL are presented in the Strategic Goals section of this plan.

### Public Health Strategies

The MGPTF is also embarking on the application of Public Health Strategies that include targeted community-wide violence prevention impacts. Violence in many forms is a public health issue. Youth and gang violence are connected to bullying, child maltreatment, sexual violence and intimate partner violence. These interconnected forms of violence often share the same root causes and can take place across the lifespan. These forms of violence in the home, park, school and neighborhood have health effects at the individual level and also create fear and stress at a community level.

The hot spots for gang violence identified by the MGPTF are often times also hot spots for sexually transmitted diseases, gender and intimate partner violence, and child abuse.

A targeted, place-based approach is central to the Public Health Department's violence prevention strategy. Place matters because the conditions in which people are born, grow and live such as the public and private resources in those neighborhoods, and the quality of economic and educational opportunities are all social determinants of health. Data has demonstrated that Latinos in San José are disproportionately impacted by gangs in their families and neighborhoods; they have poorer health outcomes which leads to health disparities. Latinos and African Americans in San José have higher rates of chronic disease and injury and death from homicide than their counterparts. The Public Health Department's place-based approach — designed to reduce health inequities — deploys strategies at the individual, relationship, community, and societal level.

The six layers outlined below influence critical pieces of the spectrum of prevention. The MGPTF is instrumental in strengthening individuals, engaging providers, and changing organizational practices. This strategic plan also moves to increase provider education and exchange of best practices and greater emphasis on improving health and safety through social norms change.

**A targeted, place-based approach is central to the Public Health Department's violence prevention strategy. Place matters because the conditions in which people are born, grow and live such as the public and private resources in those neighborhoods, and the quality of economic and educational opportunities are all social determinants of health.**



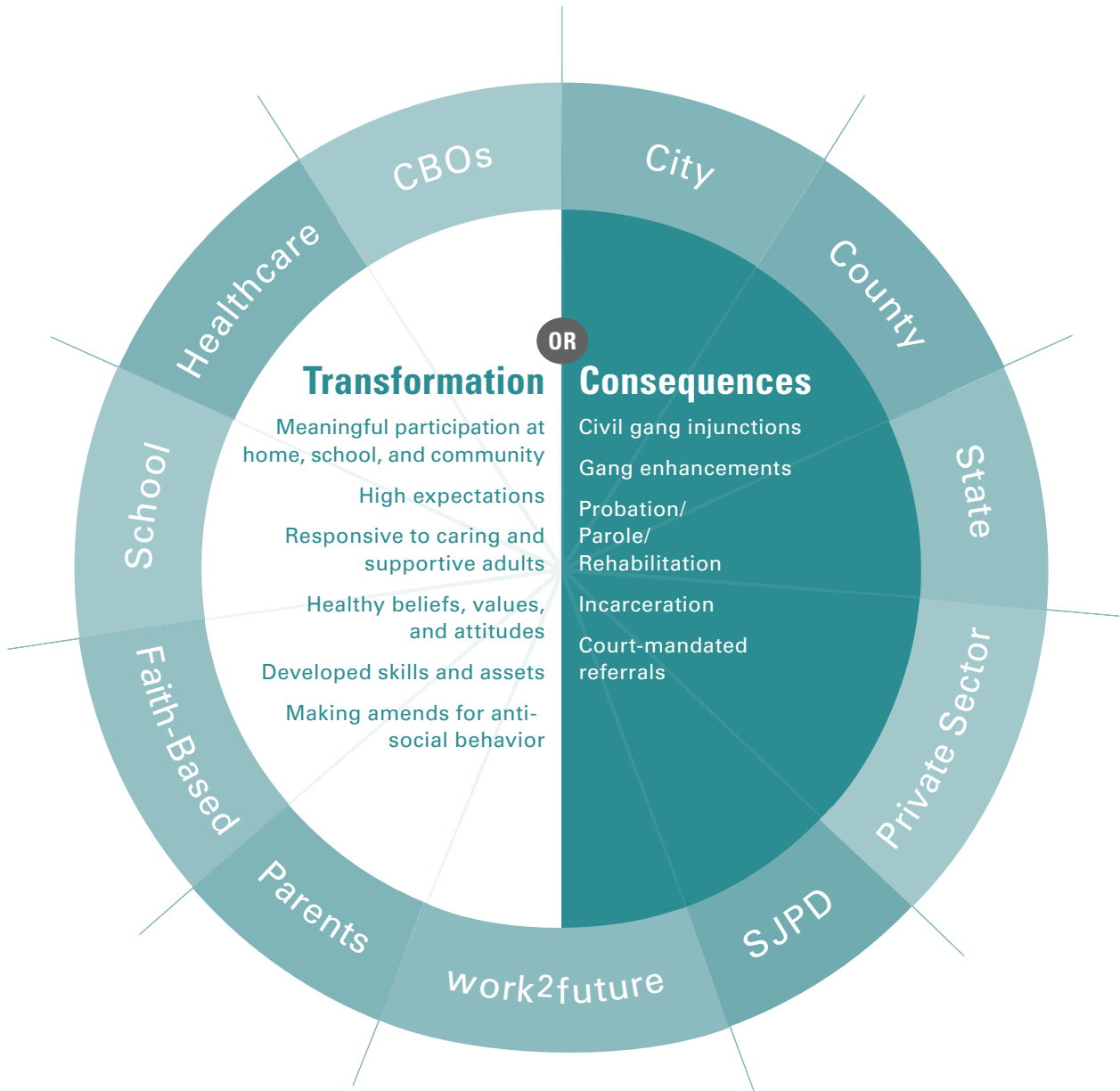
# 360° Community Accountability

Rekindling hope

Reconnecting youth to families, schools, and communities

Making safe homes, neighborhoods, and communities

Offering new beginnings and new opportunities



360° Community Accountability provides the framework from which at-risk youth can examine their choices — and consider the ramifications of those choices.

# MGPTF Strategic Work Plan

<p><b>Vision</b></p>	<p>Safe and healthy youth connected to their families, schools, communities, and their futures.</p>				
<p><b>Guiding Principles</b></p>	<p>We value all of our youth.</p>	<p>We cannot arrest our way out of this problem, and will not give up on our commitment to facilitate personal transformation.</p>	<p>We will address this community challenge with a community response.</p>	<p>We value trust-based relationships that reflect productivity, accountability, and mutual respect.</p>	<p>We are guided by a culture of evidence, exchange, and excellence</p>
<p><b>Mission</b></p>	<p>We exist to ensure safe and healthy opportunities for San José’s youth, free of gangs and crime, to realize their hopes and dreams, and become successful and productive in their homes, schools and neighborhoods.</p>				
<p><b>Strategic Goals</b></p>	<p>Strengthen existing Continuum of Services</p>	<p>Establish MGPTF Community of Learning</p>	<p>Explore and implement a web-based Management Information System</p>	<p>Leverage MGPTF resources and expertise at the local, state, federal and international level</p>	<p>Strengthen Community Education and Mobilization</p>
<p><b>Outcomes</b></p>	<p>Reduced gang violence</p>	<p>Informed and engaged community</p>	<p>Well-trained and funded direct service providers</p>	<p>Safe schools, community centers, and neighborhoods</p>	<p>Seamless delivery system</p>



# Goals and Objectives

In this section, a detailed description will be provided of the goals and objectives that will guide the activities of the MGPTF for 2015-2017. The *goals* will establish clear parameters for priority areas that will require the reinvestment of resources, time, and focused effort. The *objectives* will describe incremental strategies that over time will contribute to achieving the broader goals of the Strategic Work Plan by 2017. The goals and objectives have been informed by the extensive neighborhood input and needs-assessment process described in this plan, while integrating the MGPTF's need to rebuild targeted capacity and continue to advance our work with innovative and emerging best practices.

## Goal 1 *Strengthen the existing Continuum of Services*



The ability of the MGPTF to implement prevention, intervention, suppression and re-entry strategies and services is a direct function of each collaborating partner's individual capacity to contribute and leverage the resources embedded within the MGPTF policy and technical teams.

### Objectives:

- Align the Department of Parks, Recreation, and Neighborhood Services city-wide continuum of recreation centers, teen programs, arts/multi-media programs, after school programs, and organized sports activities with the MGPTF Prevention Strategies and Services
- Partner with the Public Health Department to prioritize and implement placed-based violence prevention strategies in neighborhoods most affected by violence
- Re-establish City and contracted Female-Specific Gang Prevention/Intervention Service
- Expand the Pilot Hospital-Based Violence Intervention Program in partnership with Santa Clara Valley Medical Center, Trauma Unit
- Re-establish City Youth Intervention and Case Management Unit; improve coordination with other County, City, education, and community service providers
- Continue to support and enhance street outreach and late night gym programs
- Continue to support the County-lead re-entry efforts through resource alignment and service provisions
- Linking youth and young adults to employment and/or re-employment opportunities



## Goal 2 *Establish a MGPTF-BEST Community of Learning (COL)*

The San José BEST Program Community of Learning (COL) approach is designed as an ongoing, collaborative, and stakeholder involved process that will serve to promote new learning toward the practice of continuous improvement within the MGPTF-San José BEST Program and its contracted service providers. The internal stakeholders (BEST Program and Service Providers) are the primary audience and participants that will be engaged in the COL.

### Objectives:

- Establish and strengthen BEST Community of Learning Training Plan
- Conduct COL meetings and training sessions
- Conduct Evidence-Informed Program Assessment (EIPA) with BEST Agencies to assist them to identify their program strengths and areas requiring further attention
- Conduct learning and sharing sessions with BEST Program service providers on their implementation of San Jose BEST Eligible Services and their evidence-informed and/or evidence-based practices
- Conduct COL work sessions to support agencies in their work in documenting their service, as an Evidence-Informed or Best Practice
- Schedule and sponsor new trainings on evidence-informed/based principles and practices for the San Jose BEST-COL in order to introduce and sustain new and existing best practice learning

## Goal 3 *Explore and implement a web-based Management Information System for MGPTF*

The MGPTF has been a long-standing Violence Prevention Initiative that continues to use innovative approaches to positively impact the lives of high-risk, gang-impacted and gang-intentional youth and young adults. While we strive to continually improve our internal programs and services, we have found that sharing our success with partner agencies to be most valuable. Through the National Forum on Youth Violence, the California Cities Violence Prevention Network and other national and international organizations we continue to share the strategies that have lead to our success.

### Objectives:

- Implement a web-based Management Information System for MGPTF
- Research and examine existing web-based Management Information System (MIS) utilized by other jurisdictions implementing a similar volume and range of services as the MGPTF
- Examine MIS capacity to develop agreements which allow MGPTF partner agencies to share data and information among and across systems
- Examine MIS capacity that provides on-line case management information systems that will allow staff to electronically store information including demographic data, assessment data, case management plan, service delivery data, and outcome data. Such a system should allow staff to:
  - Input real-time information so that the case plan is current
  - Share assessment data and case management plans as youth move between institutions and between institutions and the field
  - Share assessment data and case management plans among members of a case management team who may not be co-located
  - Aggregate assessment data and case plan information across the youth client population to analyze trends, resource needs, etc.
  - Analyze case information for purposes of measurement feedback on the client
- Enhance the MGPTF capacity to increase short- and long-term outcomes for youth through a comprehensive data initiative that allows for the availability and exchange of relevant, timely, and accurate data

## Goal 4 **Leverage MGPTF resources and expertise at the local, state, federal and international level**

The MGPTF has been a long standing Violence Prevention Initiative that continues to use innovative approaches to positively impact the lives of high-risk, gang-impacted and gang-intentional youth and young adults. While we strive to continually improve our internal programs and services, we have found that sharing our success with partner agencies to be most valuable. Through the National Forum on Youth Violence, the California Cities Violence Prevention Network and other national and international organizations we continue to share the strategies that have lead to our success.

### Objectives:

- Continue membership and collaborative work with the California Violence Prevention Network
- Continue membership and collaborative work with the National Forum on Youth Violence Prevention
- Be proactive in conducting collaborative service planning and grant writing with MGPTF Partner Agencies
- Continue to promote and provide technical assistance for emerging violence prevention efforts at the local, state, federal and international levels
- Conduct targeted private sector funding partnerships whose foundation-giving priorities and corporate responsibility goals and programs align with those of the MGPTF
- Seek Federal and State funding to support jobs initiatives for impacted youth and young adults

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## Goal 5 **Strengthen Community Education and Mobilization**

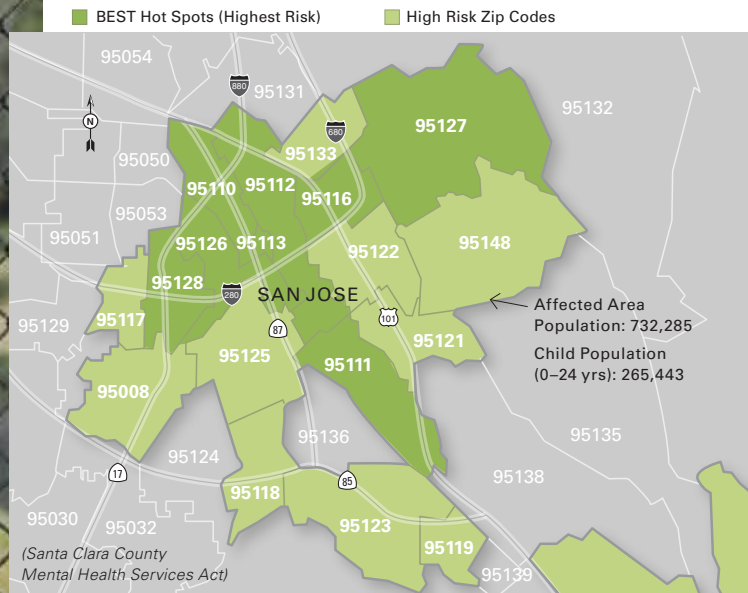
A key factor in the success of the MGPTF over the last 20 years has been the support and engagement of the community. This major strategy of the MGPTF has also been impacted by the economic downturn, resulting in the reduced frequency and scope of community education and mobilization activities. This goal in this new Strategic Work Plan calls for an enhanced and re-energized community education and mobilization strategy and activities that involve local residents — including youth, neighborhood groups, and agencies — in the coordination of programs and services of the MGPTF.

### Objectives:

- Organize and implement targeted community engagement, education and mobilizations activities to prevent violence and reduce the influence of gangs on youth/families, through a Place-Based Strategy in gang hot spot areas
- Facilitate the Citywide Annual Crime Summit to engage community-wide efforts and a placed-based strategy to address crime and prevent violence
- Expand the Youth Voices Initiative Program to continue to deliver youth-generated messages that seek to change social norms regarding the inevitability of violence and gangs
- Enhance community volunteerism efforts by engaging community members in aspects of program delivery



# Appendix: Community Vulnerabilities and Individual Risk Factors



factors that operate at the neighborhood level, outside of the influence of any single individual or household.

*Fig. 5: Risk Rating Average Map (by zip code) identifies BEST Hot Spots in San José. These communities are considered to be representative of areas most affected by gang activity.*

### The MGPTF’s Multidimensional Approach to Community Interventions for Public Safety

Community vulnerabilities cannot be assessed at the individual level, but are an aggregate representation of risk factors that must be addressed through, multidimensional community interventions. The MGPTF has examined the important distinction and intersections between community vulnerabilities and risk factors. Risk factors are often associated with the adverse effects of behavioral characteristics that appear at the individual and/or household level. In contrast, community vulnerabilities are environmental

Community vulnerabilities are the concentration of social relationships and environmental factors that have been linked to elevated mortality rates. Public health experts from the University of Michigan and Columbia University conducted an extensive analysis of research published from 1980 to 2007 to examine how social factors influence healthy habits and behaviors, which impact an individual’s physical and mental well-being. Negative social relationships (e.g., discrimination, non-trust-based relationships) have been associated with increased mortality rates — possibly through adverse consequences on physical and mental

health — further compounded by constrained access to resources (e.g., financial, information, housing, transportation, health care, mental health, education/ work-force training). The concentration of environmental factors associated with an individual's place of residence may impact mortality by influencing investment in health and social services, in addition to exposure to violence, stress, and social norms that promote adverse health and social outcomes. Researchers have attributed elevated mortality rates to a combination of social networks, risky behaviors, inadequate access to health care, and poor nutrition, housing conditions, or work environments.<sup>4</sup>

Children, youth, parents, and residents experience risk factors at an individual level which can be addressed through targeted interventions that are deployed in a timely manner with a focus on dosage and frequency. Many of these risk factors may be identified through program assessments or intake processes.

### Community Vulnerabilities and Quality of Life

The boundaries between community vulnerabilities are more challenging to map than those of specific geographies (e.g., zip code), and yet understanding their density, proximity, and distribution within the City of San José presents a different picture of life within specific neighborhoods. An analysis conducted by the

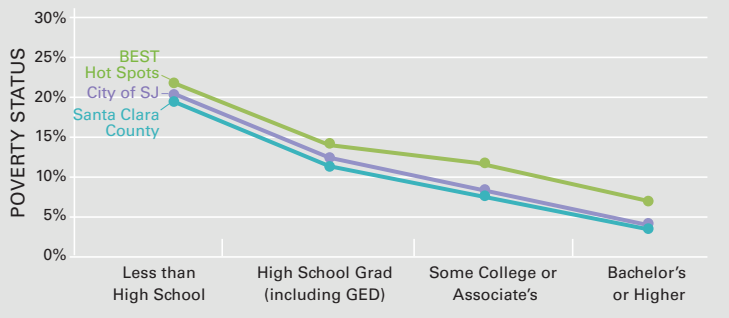
Santa Clara County Mental Health Department computed a composite risk level for each zip code in the City, based on a number of indicators.<sup>5</sup> The indicators included:

- poverty
- substance abuse
- child removal
- juvenile justice contacts
- domestic violence
- mental health clients
- single-parent households
- felony arrests
- teen mothers
- low birth weight count
- school drop outs
- low test scores

Figure 5 is a graphical representation of the zip code areas within the City that have been identified as having a risk rating average of 4.0 or higher (Scale Range= 1.00-5.99), designating the geography as a potential concentration of community vulnerabilities.

The complexity of varying data collection and reporting methods across government and other systems requires some interpretation in order to further contextualize the discussion of community vulnerabilities and individual risk factors for purposes of this analysis. An annual focus group exercise within the MGPTF Technical Team identifies geographical points within the City that are “Hot Spots” based on the frequency and intensity of gang-related activity, emerging trends that have been validated through multiple data sources, and the convergence of these factors within specific neighborhoods or geographies. Analysis of the results from the 2013 MGPTF Technical Team Hot Spots Exercise, and BEST-funded programs participant data from 2012-13,<sup>6</sup> identified eight zip code

Fig. 6: Proportion of the Population 25 Years and Older in Poverty Status By Educational Attainment



<sup>4</sup> Galea, S., Tracy, M., Hoggatt, K.J., DiMaggio, C., & Karpati, A. (2011). Estimated deaths attributable to social factors in the United States. *American Journal of Public Health*. Vol. 101(8).

<sup>5</sup> Santa Clara County Mental Health Services. (2009, May) Mental Health Services Act Prevention and Early Intervention Planning Map 1: Risk Rating Average By Zip Code



areas within the City that were Hot Spots with historical roots.

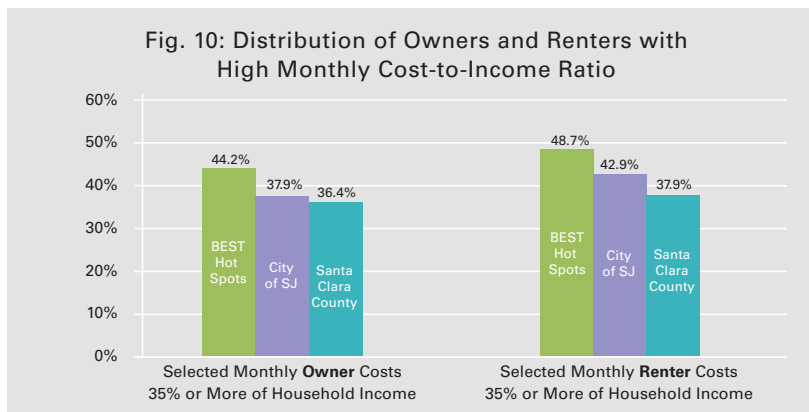
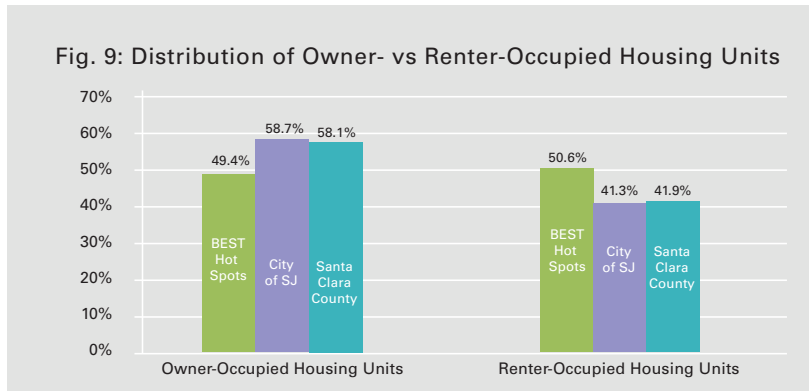
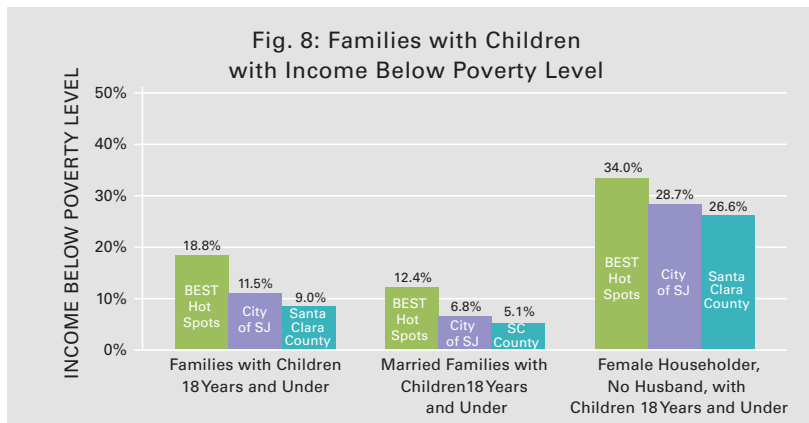
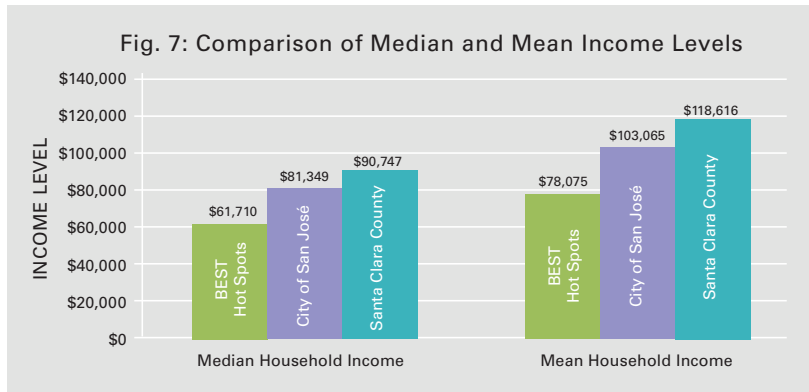
Referring to Figure 5, of the eight MGPTF Hot Spot zip code areas, six are represented among the highest risk zip code areas in Santa Clara County, while the other two are immediately adjacent and considered on the higher end of the medium risk category. Since the MGPTF Hot Spots are considered representative of the youth and families most affected by the activities of gangs, discussion of community vulnerabilities will be framed to compare the relevant indicators across three levels:

1. BEST Hot Spots<sup>7</sup>
2. City of San José
3. Santa Clara County

The data for this comparative analysis came from the United States Census Bureau American Community Survey 2008-2012. A sample of three measures will be presented for illustration of how community vulnerabilities compound the risk factors attributable to youth and families impacted by gangs in the City of San José.

**Measures of Economic Distress**

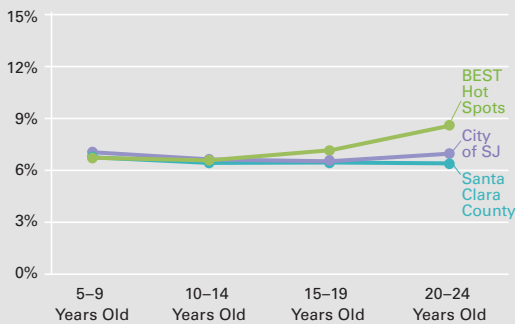
In a high cost-of-living geographical region like San José, earned income is a primary determinant of poverty and housing, as well as access to health care, education and other resources and services. BEST Hot Spot areas have much lower median and mean income levels as compared to the City overall and County of Santa Clara. The differences between the median and mean income levels of BEST Hot Spots compared to the City were \$19,640 and \$24,991 respectively, approximately 32% less.



<sup>6</sup> Community Crime Prevention Associates, LLC. (2014, February) City of San José BEST Evaluation Report and Summary of MGPTF FY 2012-13, BEST Cycle 23

<sup>7</sup> Measures of central tendency were computed for the 8 Hot Spots on indicators relevant to assessing the concentration of community vulnerabilities within specific neighborhoods for comparison with City of San José and County of Santa Clara.

Fig. 11: Distribution of Youth Population by Age Group



Analysis of the proportion of families with children 18 years and younger whose income was below the poverty level added further contrast to the growing prosperity gap within the City, county, state, and nation. Within the BEST Hot Spot areas, there was a higher concentration of families whose income within the previous 12 months was below the poverty level, which was further amplified for female householders with children under the age of 18 with no husband.

The general stability of a neighborhood is correlated to the level of home ownership and occupancy as compared to the proportion of renter-occupied housing units. Neighborhoods that have higher concentrations of renter-occupied housing units have a higher turnover, or mobility rate. As compared to the City and County, BEST Hot Spots have a higher concentration of renter-occupied housing units and lower rate of owner-occupied units.

Further, for owners as well as renters in the MGPTF Hot Spot areas, there was a higher concentration of households that reported monthly living costs in excess of 35% of household income. This indicator is an important measure of households that are likely to be under financial distress and at increased risk for unstable housing, limited access to nutrition and health care, and inconsistent participation in schools. Interestingly, although BEST Hot Spot areas have a higher concentration of family and husband-wife households with children under the age of 18 as compared to the City and County, there was also a higher proportion of single, female head of households with children under 18 years of age.

### Measures of Constrained Access to Workforce Participation

Educational attainment, among other background characteristics, is associated with higher individual earnings over the life course, and lower probability of exposure to poverty, unstable housing, and other individual risk factors.<sup>8</sup>

Figure 6 illustrates that BEST Hot Spots had a higher concentration of individuals 25 years and older in poverty status regardless of educational attainment. Further, individuals with some college or associate's degrees and even those with a bachelor's degree or higher who resided in Best Hot Spot areas were experiencing poverty at higher rates compared to the City and County. This could be attributable to unemployment, underemployment, wage suppression, or other challenges related to workforce participation.

Direct pathways to the workforce have historically been forged across various segments of K-12, postsecondary, and workforce education. In 2012, there were approximately 70,914 students enrolled in K-12 education in the BEST Hot Spot areas, accounting for approximately 41% and 22% of the City and County K-12 enrollment respectively. Among youth between the ages of 5 and 24 years, the largest concentrations of youth in BEST Hot Spots were between the ages of 15-24. The distribution of the youth population is similar across comparison groups for 5-14 year olds. BEST Hot Spots surpass the City and County in the proportion of 15-19 year old residents, a difference that is further augmented within the 20-24 year age bracket (see Figure 11). The increasing trend in the proportion of youth resi-

<sup>8</sup> National Center for Educational Statistics (2013)

dents that begins around the age of 15, however, is correlated to a declining school enrollment curve that begins in that same age range (see Figure 13). The declining school enrollment trend within BEST Hot Spots is steeper than those of the City and County suggesting that fewer high school age youth and recent high school graduates (within 3-5 years) enroll in some form of school, college/university, and/or workforce training. According to juvenile crime data from the U.S. Department of Justice, youth between the ages of 5-24 are at an increased risk of being perpetrators or victims of violent crimes, particularly those related to gangs.<sup>9</sup>

Analysis of educational attainment levels for BEST Hot Spots predictably reflect higher proportions of 18 to 24 year olds with less than, or at most, a high school education. Therefore, it follows that there is a smaller proportion of 18 to 24 year olds with some college, an associate's, bachelor's, or higher degree (see Figure 14). Further analysis of the educational attainment among persons 25 years and older illustrates the growing disparities in completion of postsecondary education when comparing BEST Hot Spots, the City, and County. Figure 15 shows that BEST Hot Spots had a higher concentration of persons 25 years or older with less than a high school diploma and a slightly declining trend with increasing levels of education through the bachelor's degree or higher category. By comparison, the educational attainment trend lines for persons 25 years or older in the City and County are on inclining trends with increasing levels of education. The right side of Figure 15 begins to illuminate an important factor influencing

the growing disparities of living experiences that have become of increasing public concern. The educational participation and attainment trends of youth residing in BEST Hot Spots are likely factors that may constrain participation in the workforce and social mobility within the City and region.

Gainful employment within a rapidly advancing, technology-driven, knowledge economy requires education and training beyond high school. The close working relationships that have formed over years of collaboration between the MGPTF, the City, and schools is emblematic of a shared vision to enable youth and families to pursue opportunities for social and economic advancement to thrive in their neighborhoods and city of residence. Research on public policy interventions in education found that the ecological context in which underachieving schools are nested must be addressed in order to sustain lasting improvements and gains in achievement.<sup>10</sup> Thus, the MGPTF is uniquely positioned to contribute to reducing growing economic and workforce disparities by keeping youth and families connected to neighborhood schools or facilitating their re-entry following a disruption in enrollment.



<sup>9</sup> Snyder, H. & Sickmund, M. (2006, March). Juvenile offenders and victims: 2006 national report. U.S. Department of Justice National Center for Juvenile Justice.

<sup>10</sup> Whipple, S., Evans, G., Barry, R., & Maxwell, L. (2010) An ecological perspective on cumulative school and neighborhood risk factors related to achievement. *Journal of Applied Developmental Psychology*. Vol. 31 (2010).

Fig. 12: Headcount Distribution of School Enrollment by Grade

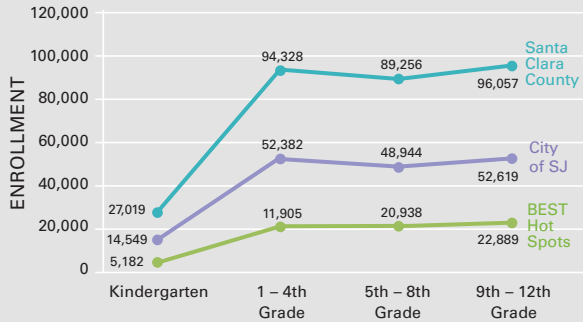


Fig. 13: Proportion of School Enrollment by Ages 5 - 24 Years

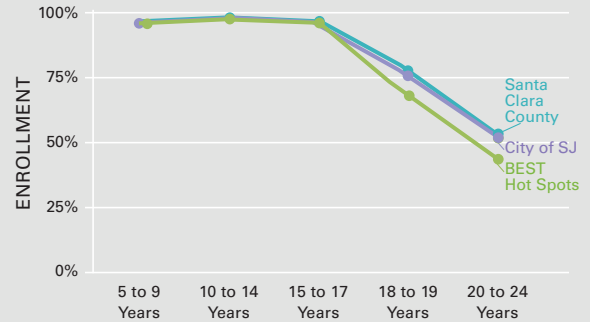


Fig. 14: Highest Educational Attainment for Persons 18 – 24 Years of Age

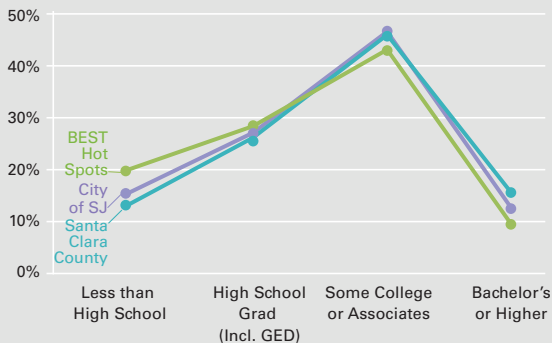
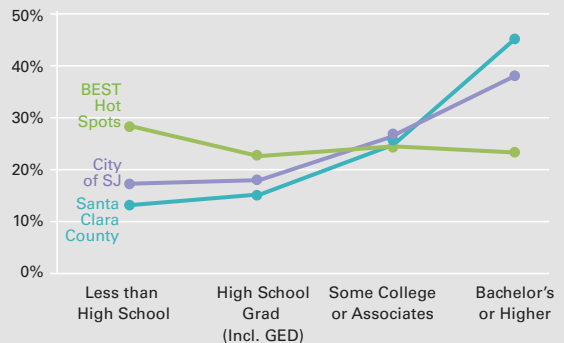


Fig. 15: Highest Educational Attainment for Persons 25 Years or Older



The educational participation and attainment trends of youth residing in BEST Hot Spots are likely factors that may constrain participation in the workforce and social mobility within the City and region.

## Measures of Constrained Access to Health Care and Wellness Services

Access to medical insurance is a fundamental requirement in order to receive medical treatment and services, unless an individual has sufficient personal wealth to defray the cost of their treatment out-of-pocket. Residents in BEST Hot Spots participated less in health insurance coverage as compared to the City and County, with a higher concentration of children under the age of 18 that did not have coverage. BEST Hot Spot residents participated in public health insurance coverage in higher numbers. Health insurance coverage provides vital access to services and resources for residents, particularly those that deal with chronic physical and mental illnesses.

Youth that are repeatedly exposed over time to psychological, physical, and/or emotional trauma within community contexts such as homes, schools, and neighborhoods may begin to view manifestations of violence as normalized behaviors within those environments. Rather than viewing these environments as safe spaces to learn and grown, the memories and feelings associated with the traumatic experiences create vulnerabilities for youth. Coping with the stress and compounded emotions that are associated with the traumatic experiences of youth impacted by gangs can devolve into anti-social, self-destructive behaviors. Researchers on the urban experiences of youth in the Bay Area of California have gathered evidence to substantiate the existence of a trauma construct similar to that which soldiers experience in a theatre of war, commonly referred

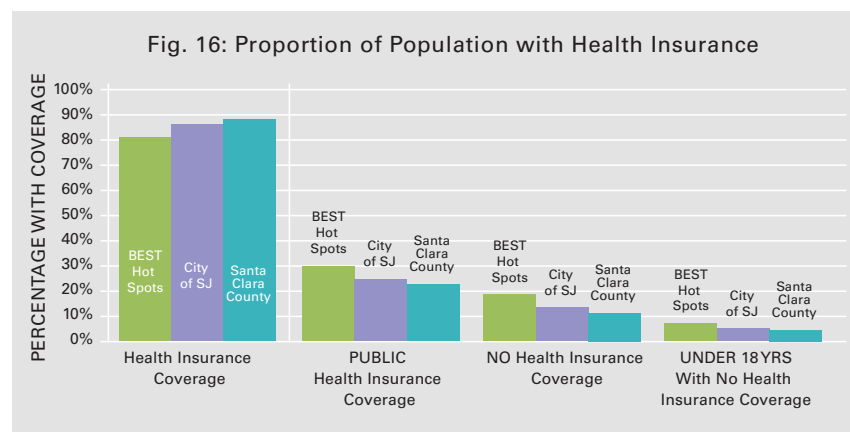
to as Post-Traumatic Stress Disorder (PTSD). A major point of distinction between soldiers and youth is that soldiers have been professionally trained to endure the hardships presented by violence in environments of active conflict between groups, whereas youth are not. Youth are exposed to traumatic experiences involving physical, mental, and symbolic violence in neighborhoods that they grew up in, where they attended school, or played with friends. Repeated exposure to conflict and confrontation accumulate through experiences that, when unaddressed, can lead to youth being further exposed to mental health and other risk factors. The construct used to distinguish the experiences of civilians 5-24 years old is referred to as Chronic Prolonged Traumatic Stress Disorder (C-PTSD).<sup>11</sup>

## Growing Inequality in Silicon Valley Region

The City of San José is the largest city in Santa Clara County and a key hub of California's economic engine. A challenge that the City and surrounding municipalities share is the growing economic disparities that have reached

historic levels. A recent analysis published by Joint Venture Silicon Valley (2014) concluded that:

*"...the Index is troubling [...] because our prosperity is not widely shared. It is a story the Index has been telling for many years, but in this 2014 installment the gaps and disparities are more pronounced than ever. These are the hard facts: our income gains are limited to those with ultra high-end skills. Median wages for low- and middle-skilled workers are relatively stagnant and the share of households with mid-level incomes has fallen in Silicon Valley more than in the state and nation. Disparities by race are more persistent than ever. We also saw a sharp increase in homelessness..."*



<sup>11</sup> Duncan-Andrade, J. (October, 2013)



## Conclusion

The implications for youth and families impacted by gangs are likely to take the form of increasing competition for low-wage, low-skilled jobs that are part-time, limited or no access to health insurance, impacted residential living spaces or unstable housing, high monthly rent-to-income ratio, limited participation in postsecondary education or vocational training, and the possibility of encountering the justice system.

# Glossary of Acronyms

**ACT:** Action Collaboration Transformation (title of a former MGPTF Strategic Work Plan)

**BEST:** Bringing Everyone's Strengths Together

**COL:** Community of Learning

**DOJ:** Department of Justice

**MIS:** Management Information System

**MGPTF:** Mayor's Gang Prevention Task Force

**OJJDP:** Office of Juvenile Justice and Delinquency Programs

**PACT:** People Acting in Community Together

**PRNS:** Parks, Recreation and Neighborhood Services

**SJPD:** San Jose Police Department



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