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# Action Collaboration Transformation (ACT)

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

## **Mayor's Gang Prevention Task Force Strategic Work Plan Update 2011-2013**





*Chuck Reed*  
MAYOR

Since taking office four years ago I have made public safety my number one priority. The Mayor's Gang Prevention Task Force is a commitment from the City of San Jose to keep our communities safe from crime and gang violence.

San Jose's success in gang prevention, intervention, and suppression over the past two decades is deeply rooted in our culture of collaboration and innovation. This collaborative approach has earned San Jose 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 crime and gang related homicides in recent years, it is evident that much work remains.

Our fiscal reality has drastically changed since the adoption of our last strategic work plan in 2008 and we must continually adapt to effectively combat gang violence. This updated strategic work plan will guide our Task Force's efforts into 2013. In addition to the efforts identified three years ago, our work plan now includes two new strategic goals that address re-entry and public/private partnerships.

By working proactively with the County of Santa Clara on a re-entry network for former gang members who return to our communities, we can help prevent them from reverting to violence. We also must 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.

Sincerely,

Chuck Reed  
Mayor



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The limited amount of space in this document is insufficient to express our gratitude and appreciation for the many contributions and contributors to this strategic work plan. We wish to acknowledge the following organizations for their ongoing support and collaboration formalized by way of a Memorandum of Understanding with the City of San José:

Advent Ministries	Happy House/Community United
Alchemy Academy	Henkels & McCoy Training Services
Allied Barton Security Services	Housing Authority of the County of Santa Clara
Alum Rock Counseling Center, Inc.	Joyner/Payne Youth Services Agency
Alum Rock School District	KONA and District 8 Round Table
Americorps Restoring Youth and Communities	Latino College Preparatory Academy
Asian American Center of Santa Clara County	Mexican American Community Services Agency, Inc.
Asian American Recovery Services, Inc.	Mid-Peninsula Housing Services Corporation
Asian Americans for Community Involvement	Moreland School District
Bill Wilson Center	Most Holy Trinity Church
Boys and Girls club of Silicon Valley	New Harvest Christian Fellowship
Building Respect Through Dance	North Valley Community Association
California Youth Outreach	Next Door Solutions to Domestic Violence
Catholic Charities of Santa Clara County	Oakgrove School District
Center for Employment and Training	Pathway Society, Inc.
Center for Training and Careers	Positive Alternative Recreation Teambuilding Impact
City of San José - Independent Police Auditor	San Jose Conservation Corps & Charter School
City of San José - Library Department	Pueblo de Dios
City of San José - PRNS	ROHI Alternative Community Outreach
City of San José - Strong Neighborhoods	Sacred Heart Community Service
City of San José - Work2Future	San José Police Department
City of San José - Youth Commission	San Jose Jazz
City Year of Silicon Valley	San Jose Job Corps
Community Arts and History Support	SJSU Research Foundation/CommUniversity
Community Crime Prevention Associates	San Jose Unified School District
Community Partners for Youth, Inc. (CCPY)	Santa Clara County Juvenile Probation Department
Crossroad Calvary Church	Santa Clara County Office of Education
District Attorney's Office, SCC	SCUSD - George Mayne Elementary
East Side Union High School District	Silicon Valley African Productions
East Valley/680 NAC	Silicon Valley Children's Fund
EMQ Families First, Inc.	St. Maria Goretti Church - PACT
Family and Children Services	The Bay Area After-School All-Stars
Filipino Youth Coalition	The Firehouse Community Development Corporation
For Pits sake/Knock out dog fighting	The Tenacious Group
Franklin McKinley School District	Ujima Adult and Family Services
Fresh Lifelines For Youth	Victory Outreach
Friendly Bible Church-Cathedral of Faith	Westfield Oakridge Security
Generations Community Wellness Centers, Inc.	YWCA of Silicon Valley
Girl Scouts of Northern California	



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# Foreword

*"Sometimes our light goes out but is blown into flame by another human being. Each of us owes deepest thanks to those who have rekindled this light."*

*-Albert Schweitzer*





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## **Action Collaboration Transformation (ACT): A community plan to break the cycle of violence and foster hope- The Mayor's Gang Prevention Task Force (MGPTF) 2008-2013 Strategic Work Plan,**

is a collaborative effort involving youth; private residents; city, county, and state government; community and faith based organizations; schools; parents; and local law enforcement. Since 1991, a sustained commitment has been put forth by a diverse group of stakeholders, representing a range of entities, to "ACT" in the best interest of San José's youth and families. Through the Leadership of Mayor Chuck Reed the MGPTF continues to serve as a positive influence against anti-social forces that influence youth and disconnect them from their families, schools, and communities.

This document was developed following an extensive community input process that began in Spring 2007 with a retreat that involved community based organizations serving as members of the Technical Team. The community-at-large participated in the input process from April to May 2008, and included forty-three (43) focus groups that were facilitated at sixteen (16) distinct meetings, involving over 1,200 participants. This Work Plan was updated in March of 2011 to continue the historical process of keeping the strategic work plan a "living and breathing" action plan.

This plan incorporates the latest research on successful approaches to healthy youth development across a continuum of care with an emphasis on reclaiming gang-involved and disconnected youth through intervention services. Acting in the interest of San José's youth is a commitment on behalf of the community to get them back into schools, reconnect them with their families and communities, provide them with a supportive and healthy environment to learn and grow, and redirect them toward more pro-social behaviors.

Ultimately we envision youth acting with a sense of responsibility for their actions and accountability to themselves, their families, and the community at large. San José's youth will be afforded the opportunity and support to personally transform themselves and their circumstances, while those seeking to employ intimidation and fear to exert their influence on the residents and neighborhoods of San José will be held personally accountable to the full extent of the law.

The original strategic plan was intended to cover the period of 2008 through 2011. During this period there have been many successes including year-to-year reduction in gang violence culminating in the lowest number of gang homicides (6 gang homicides in 2010) in a decade. Subsequently, the "ACT" Work Plan has been deemed worthy of an extension/update for the period of 2011 to 2013. The focus of the "ACT" update will continue to build upon the original bold vision and goals in addition to adding two new strategic goals consisting of Re-Entry and Public Private Partnership.

### **There are five guiding principles that drove the development of this strategic work plan:**

1. We value our youth.
2. We cannot arrest our way out of this problem.
3. We will address this community challenge with a community response.
4. We will hold our youth accountable for their actions and assist them to get back on the right path.
5. We will not give up on any youth and are committed to facilitate personal transformation.

This work plan is a call to action for all community stakeholders to renew their commitment to ensuring the health and well being of the youth of San José. We invite you to join us in reaffirming our collective effort to implement this plan to

**"ACT" in the best interest of San José's youth.**

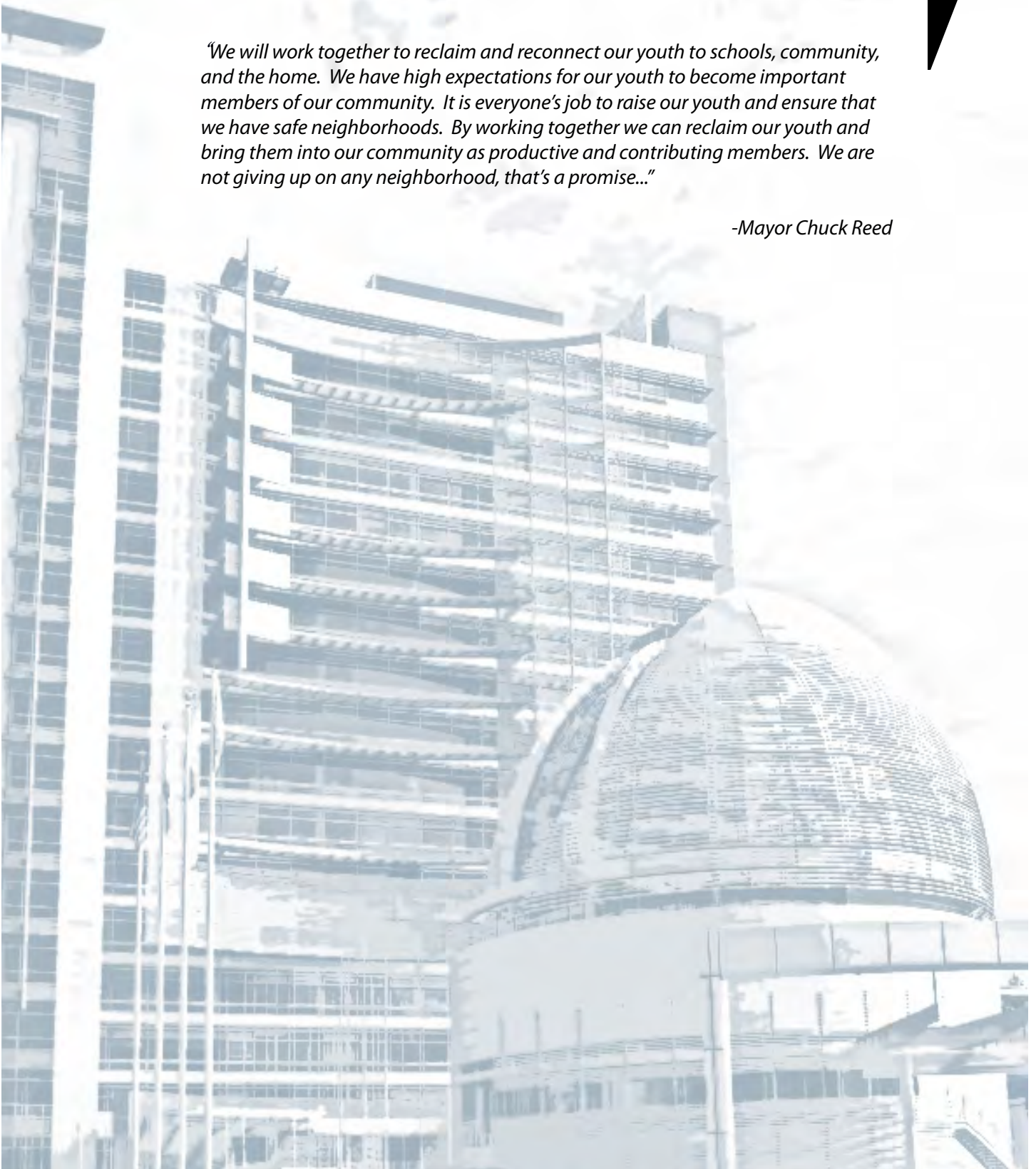


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# Introduction

*"We will work together to reclaim and reconnect our youth to schools, community, and the home. We have high expectations for our youth to become important members of our community. It is everyone's job to raise our youth and ensure that we have safe neighborhoods. By working together we can reclaim our youth and bring them into our community as productive and contributing members. We are not giving up on any neighborhood, that's a promise..."*

*-Mayor Chuck Reed*



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The City of San José remains one of the “safest big cities in America” due in large part to the sustained efforts of the Mayor’s Gang Prevention Task Force (MGPTF). The MGPTF, one of San José’s leading grass-roots initiatives, and a nationally recognized model, addresses issues of gang violence, and provides support to gang-involved youth and their families. The MGPTF model brings together the appropriate individuals and organizations to discuss community safety issues and comprehensive strategies to address anti-social behavior exhibited by youth. This national model has validated the theory that collaborative efforts, spanning a broad spectrum of community partners and stakeholders can be collectively responsible and accountable for promoting the safety, health, and welfare of our youth, families, and communities.

The MGPTF partners focus the majority of their efforts on promoting personal transformation, creating opportunities for youth to recognize and participate in positive alternatives to anti-social and violent behaviors through intervention services and new learning experiences. Additionally, an emphasis is placed on personal accountability in responding to violence and the use of fear or intimidation to exert influence in any neighborhood within the City of San José. During his inauguration speech, Mayor Chuck Reed issued a call for the City of San José to be a beacon of peace and prosperity for all of its residents.

*“San José is the 10th-largest city in the nation, the 3rd-largest city in California, a state that alone would be the world’s 8th largest economy, but our role in the world is more than just economic development and technological innovation. We have an opportunity and an obligation here in San José to demonstrate to the world how people from different ethnicities, religions and cultures can live, work, play, and prosper together. San José will be a beacon of peace and prosperity to show the world what can happen when people from around the world come together and focus on what they have in common rather than on their differences. In a world full of ethnic and religious hatred and violence, we have a chance to show the world a better way of life. We can do it and we will do it...” – Mayor Chuck Reed*

Under the leadership of Mayor Chuck Reed, the City of San José, the MGPTF, and its partners renew their commitment to ensure the overall safety and health of the city’s youth.

**Action Collaboration Transformation (ACT): A community plan to break the cycle of violence and foster hope- The Mayor’s Gang Prevention Task Force (MGPTF) 2008-2013 Strategic Work Plan reflects this renewed commitment.**



# Background

*"Too often we underestimate the power of a touch, a smile, a kind word, a listening ear, an honest compliment, or the smallest act of caring, all of which have the potential to turn a life around."*

*-Leo Buscaglia*



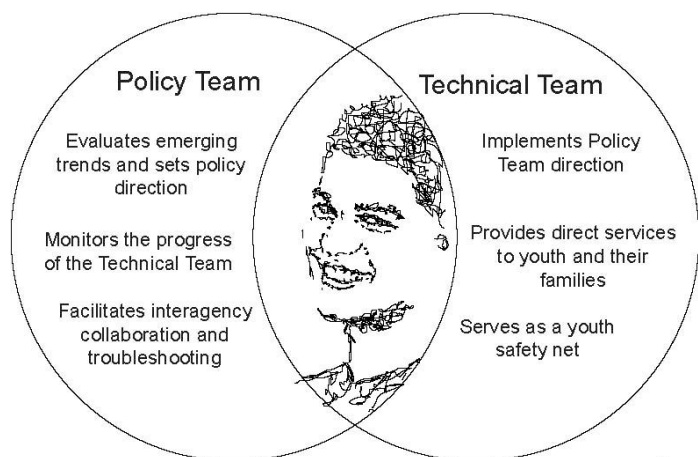
# MGPTF: The San José Way

During the mid-1980s, several San José neighborhoods began experiencing significant increases in drug use, gang violence, and other criminal activity. In response to this emerging trend, community members approached the City Council and the Mayor seeking assistance to purge their neighborhoods of crime and drugs. Project Crackdown was launched as the City of San José’s initial response to the call for action from residents and community members.

For the first time in the history of San José, several city departments combined efforts to improve the safety of its neighborhoods. The departments who participated in the launch of this effort included Parks, Recreation, and Neighborhood Services (PRNS), San José Police, and the Code Enforcement Division. The San José Police Department was responsive to resident calls for assistance, however, city leaders proactively observed that response efforts needed to be more coordinated and comprehensive in order to address the root causes and not just the “symptoms” of anti-social behavior. To address the trend, a continuum of services including prevention, intervention, suppression, and rehabilitation was developed to leverage resources through collaboration and coordination. Schools, community and neighborhood groups, other law enforcement agencies, and the County of Santa Clara Probation Department entered into collaborative partnerships, to institute a bold and comprehensive campaign focused on eradicating drugs and violence at their sources, in some of the most crime-ridden neighborhoods in the city. The spirit of collaboration continued to gain momentum over time, later evolving into the Mayor’s Gang Prevention Task Force (MGPTF), a sustainable approach to addressing the root causes of violence and anti-social behavior.

The Mayor’s Gang Prevention Task Force developed two bodies that work in tandem to reduce gang violence. To this end the MGPTF Policy and Technical Teams were formed to drive forward the Gang Task Force Strategic Plan. The Policy Team evaluates emerging trends, monitors the Technical Team, establishes the overall policy direction of the MGPTF, and facilitates interagency collaboration. The Technical Team executes the policy direction as set out by the Policy Team, provides direct service to youth and their families, and serves as the “safety net” for youth.

Since the early 1990’s the MGPTF has benefitted from the support and vision of two previous mayors, in addition to a continuous improvement model, which enables the Task Force to evolve in response to the needs of the youth, families, and neighborhoods in the City of San José. The MGPTF target population is: youth ages 6-24 exhibiting high-risk behaviors; youth committing intentional acts of violence; youth exhibiting high-risk behaviors related to gang lifestyles; youth identified as gang members and/or arrested for gang-related incidents or acts of gang violence; in addition to families (including parents and children) and friends of youth involved with the gang lifestyle or incarcerated for gang-related crimes. The MGPTF has become a vehicle for results-oriented collaboration and capacity building, enabling agencies to work together to address the root cause of crime rather than simply suppressing it. Through this comprehensive approach partnering agencies learn and work together to develop internal capacity to better serves the target population.



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## MGPTF Technical Team Organization

In 2005, the Technical Team was reorganized into four regional divisions: Western, Central, Foothill, and Southern, which are aligned with those of the San José Police Department. Each division has three co-leads: division police captain, and a representative from PRNS and one from a community based organization. The team of leads for each division oversees the coordination and provision of services to gang-involved and/or dis-connected youth and their families, and manages the response to incidents of youth and gang violence throughout neighborhoods, including community centers and school campuses, in their division. Community Center supervisors and school administrators actively participate on this team and play key roles in the implementation of the safety protocol, by ensuring that centers and schools remain a safe place for youth to congregate, play, learn, and by serving as points of contact for neighborhood groups. The Technical Team also adopted a communication strategy that ensures:



- Integration of MGPTF objectives with the City of San José’s priorities to continue to have the lowest violent crime rate for large California cities as reported in 2008 FBI study. San José is dedicated to regain our status as the safest big city in America.
- Program manager-level staff attend monthly meetings, to facilitate the implementation of Technical Team plans and initiatives.

Under the leadership of San José Mayor Chuck Reed, the City Council continued its support of the Mayor’s Gang Prevention Task Force (MGPTF) and the Bringing Everyone’s Strengths Together (B.E.S.T.) Program for Fiscal Years 2006-2011 despite significant budget challenges. Within the first year of Mayor Reed’s tenure, an additional \$1 million in new funding for gang prevention and intervention programs was provided to the MGPTF, the first increase since 1999. This continuing support was influenced by research that showed that B.E.S.T. and the Mayor’s Gang Prevention Task Force provided public value.

Additionally, Mayor Reed and the City Council have continued to focus the B.E.S.T. Program to maximize school success, increasing school safety, reduce gang violence and measure short and long-term results. As such, the B.E.S.T. Program has used an evaluation design that integrates a logic model with a performance-based evaluation system. This has enabled the Task Force to hold partners accountable, practice continuous improvement, have flexibility to move efforts to meet new needs, and base funding on performance.

Furthermore the success of the San José B.E.S.T. program has been its ability to focus on harder to serve youth who are out of the mainstream of most community services. The City of San José has been a standard-bearer for not giving up on some of their most valuable assets — youth out of the mainstream. In the last nineteen years, the B.E.S.T. Program has expended a total of \$40 million in City and \$34 million in matching funds to deliver 10.7 million hours of direct service to gang involved and impacted youth in order to reduce gang activity and violence.<sup>1</sup>

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<sup>1</sup>Community Crime Prevention Associates, *BEST and MGPTF Evaluation Report 2009-2010* page 116

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## MGPTF Policy Team Organization

The B.E.S.T. Program and MGPTF have established themselves as major contributing forces to the City of San José's recognition as one of the safest big cities in America. In January 2008, the MGPTF Policy and Technical Team restructured forming four sub-committees to reinforce partnerships and maximize the efficiency through the leveraging of resources and facilitation of timely communication. The four sub-committees to which MGPTF partners were assigned include:

- Community Engagement
- Interagency Collaboration
- MGPTF Technical Team
- City-School Collaboration

Staff from the Mayor's Office, San José Police Department (SJPD), and Parks, Recreation and Neighborhood Services (PRNS) provide support to the sub-committees in executing their respective committee charges. In the vein of continual improvement in 2010 Mayor Reed directed each subcommittee to produce individual work plans designed to drive forth the ultimate goals of the Task Force—To reduce gang violence and promote personal transform in youth.

The MGPTF Policy Team continues to be comprised of all the relevant partners (e.g., Mayor's Office, San José Police Department, Schools, Probation, etc.) to facilitate both the implementation of its policy directives and the brokering of resources. The MGPTF Technical Team, meets monthly and takes action based on needs identified in the four divisions of the city. In 2010, the MGPTF Tech. Team successfully completed 151 specifically planned actions to increase the safety of neighborhoods and schools.

This updated plan has seven strategic goals:

1. Well-coordinated "asset-based" service delivery system.
2. Enhanced crisis response protocol, emphasizing prevention and after-care services.
3. Capacity-building and fund development strategy.
4. Education and awareness campaign that employs culturally competent strategies to inform and engage youth, families, and community in fostering opportunities to live, work, and prosper together.
5. Formalized partnerships with related local, state, and national initiatives.
6. Partner, Coordinate, and Support the County led re-entry Model.
7. Forge a public/private sector partnership

Over the past 19 years, the City of San José and its partners have built their capacity to reconnect our out of the mainstream youth to opportunities to assist them to make positive healthy choices for their future as members of our community. To continue to insure community safety, a series of community safety programs have evolved under the direction of the City of San José and the MGPTF. These community safety and improvement initiatives include Weed and Seed, the Strong Neighborhoods Initiative, Neighborhood Development Center (NDC), Project Blossom, Project Crackdown, and the Safe School Campus Initiative. The City of San José Parks, Recreation, and Neighborhood Services Department also began operating citywide programs such as The Right Connection, Clean Slate, Anti-Graffiti, STAND, and Turn-It-Around. The MGPTF recommended and helped institute long-term structural changes that are now in place such as the school-based emergency response protocol through the Safe School Campus Initiative, which allows city staff and the San José Police Department to directly interface with other front-line service providers and community members.



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# Results from Strategic Work Plan 2008 -2010

Following is a summary of achievements relative to the five strategic goals from the Strategic Work Plan 2008-2010:

## ***Strategic Goal 1: Develop and implement an “asset-based” service delivery system aimed at connecting, coordinating, and leveraging intervention resources.***

San José B.E.S.T. contracted with twenty-four agencies to provide services including gang mediation and intervention, truancy intervention, parent and family support, service to adjudicated youth, and outpatient substance abuse treatment. Between 2008-2010, 10,585 participants were served with 740,047 hours of direct care and service through the B.E.S.T. program, among whom seventy five percent (75%) were high risk gang-impacted (supporter or member) participants. Eighty-eight percent (88%) of participants surveyed were satisfied with services received and seventy-eight (78%) reported that services received were effective in producing a change for the better on numerous knowledge, attitude and behaviors change outcomes.

## ***Strategic Goal 2: Create and implement a Crisis Response Protocol aimed at keeping schools, community centers, and neighborhoods safe.***

The Crisis Response Protocol is an established procedure that activates police, other city departments, community based organizations, social service agencies, and schools to respond in a timely manner to acts of violence on school campuses and community centers. San José Police Department and Parks, Recreation, and Neighborhood Services are the primary responders to an occurrence of gang or youth violence. The protocol facilitates the notification of community stakeholders, alerts the Safe School Campus Initiative to deploy intervention teams to surrounding neighborhoods, and engages the MGPTF partners to restore “peace” in the community through targeted services. In 2008-2010, the Crisis Response Protocol was activated in response to homicides, engaging service providers in an effort to prevent any further escalation of violence.

## ***Strategic Goal 3: Develop and implement a comprehensive capacity-building strategy aimed at equipping Task Force members with the skills and resources necessary to re-direct youth.***

Eighty percent (80%) of MGPTF members reported that their involvement allowed them to take action with other collaborators to address community needs and respond to challenges in the City. Four out of Five (80%) task force members reported that their involvement assisted them and/or their agency to form partnerships with related local, state, and national initiatives being implemented in the City. Eighty-two percent (82%) of members indicated that they have established new and/or strengthened existing relationships as a result of their participation in the MGPTF. The MGPTF Technical Team’s monthly average attendance was 139 participants in 2010.

## ***Strategic Goal 4: Create an education and awareness campaign regarding the risk factors affecting youth and resources available to them.***

Numerous gang awareness and parenting workshops were held to educate and increase awareness among community members regarding the dangers of gangs and violence in our community. Public meetings were video taped and made available to the community through the San José Mayor’s web site. City wide Gang Summits were held for the community each of the last three years. Developed the award winning San José Youth Commission Public Service Announcement “*Ignorance Isn’t Bliss*”. Videos were made by *California Youth Outreach* in three languages for parents about gangs and schools and gangs and distributed to the community by the MGPTF and its members.





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## ***Strategic Goal 5: Integrate the city of San José's MGPTF Intervention Strategy with local, state, and national initiatives.***

The MGPTF hosted numerous site visits for cities and attendees from the California 13 City Gang Prevention Network Conference and from National Youth Violence Prevention Forum. The MGPTF was represented on the State of California Cal-Grip Board - a state wide effort to reduce gangs and violence.

The MGPTF Strategic Work Plan (SWP) 2008-2011 and B.E.S.T.'s Performance Logic Model Evaluation identified a series of population results as outcome indicators to be tracked over time to determine how we, as a community, are progressing. These results were derived from the effort, effect, and performance of the whole community of San José in raising healthy children who will have the opportunity to succeed in life.

### ***Population Results***

The following population results indicate that San José residents working together were successful in favorably impacting juvenile crime and school success outcomes. This conclusion is based on the fact that: The rate of violent crime per 100,000 population has decreased by 38% since 2000.<sup>1</sup>

- There has been a 27% decrease in juvenile violent crime rate since 2000.
- The number of gang related incidents are down 34% from 2009 to 2010.<sup>2</sup>
- The number of violent gang crimes are down 20% from 2009 to 2010.
- There has been a 37% increase in the number of high school graduates that meet the University of California/California State University admissions requirements since 2001.
- The Academic Performance Index for San José school districts has increased by 12% since 1999.
- The high school graduation rate has improved as measured by the Cumulative Promotion Index by 19% since 1999.<sup>3</sup>

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1 State of California, Office of the Attorney General, Criminal Justice Statistics Center

2 San José Police Department - Crime Analysis Unit

3 California Department of Education- <http://dq.cde.ca.gov/dataquest>

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# Challenges and Emerging Trends

*"Should it not be a right, a civil right, not a program, to walk the streets, walk to school without fear of being shot and killed?"*

*-John Calhoun  
Author of Hope Matters*



# Violent Crime Trends

Despite the successes of the MGPTF over the past 19 years, challenges continue to persist in 2011-2013 and that require continually working with our youth, parents and community members to break the cycle of violence to make San Jose the safest big city in America.

## Incidents of Violence Among Gang-Involved Youth

Data from the San José Police Department Crime Analysis Unit for gang related incidents over the last five years shows an decrease trend since a high in 2007 resulting in a reduction of 34% in gang related incidents in the City of San José from 2009 to 2010. Table 1 indicates the Gang Related Incidents for the last five years for calendar years 2006-2010. The percentage row is calculated by dividing the total gang related incidents by the number of specific gang related crimes to calculate a percentage of total gang related incidents. The data shows that the percentage of violent gang crimes to incidents has increased 11% in 2010 from 2009. Similarly weapons offences are up 7% from 2009.

Table 1

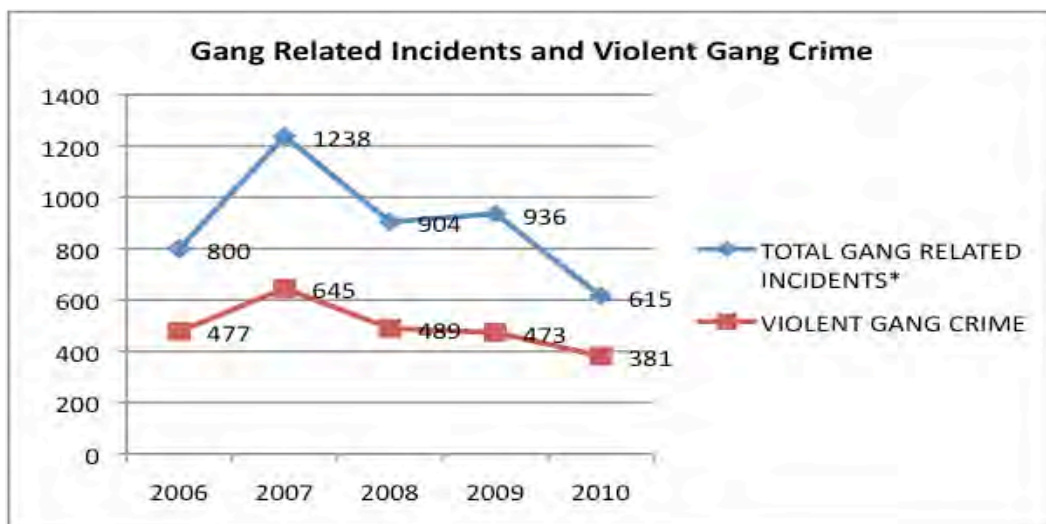
CATEGORY	2006	2007	2008	2009	2010	% CHANGE 2009 vs 2010**
<b>TOTAL GANG RELATED INCIDENTS*</b>	<b>800</b>	<b>1238</b>	<b>904</b>	<b>936</b>	<b>615</b>	<b>-34.3%</b>
GANG RELATED HOMICIDES	13	16	14	9	6	
VIOLENT GANG CRIME	477	645	489	473	381	-19.5%
% VIOLENT GANG CRIME	59.6%	52.1%	54.1%	50.5%	62.0%	11.4%
FELONIOUS GANG ASSAULTS	290	415	354	310	261	-15.8%
% FELONIOUS GANG ASSAULTS	36.3%	33.5%	39.2%	33.1%	42.4%	9.3%
GANG RELATED WEAPONS CASES	370	550	501	459	347	-24.4%
% GANG RELATED WEAPONS CASES	46.3%	44.4%	55.4%	49.0%	56.4%	7.4%
GANG RELATED CASES INVOLVING FIREARMS	51	93	89	73	58	-20.5%
% GANG RELATED CASES INVOLVING FIREARMS	6.4%	7.5%	9.8%	7.8%	9.4%	1.6%

\*Does not include vandalism cases

\*\*Percentages not calculated for numbers less than 10

Table 1 indicates that the total gang related incidents and violent gang crime are trending in a desirable direction. Chart 1 shows this desirable trend over the five three years with a decrease from a high in calendar year 2007.

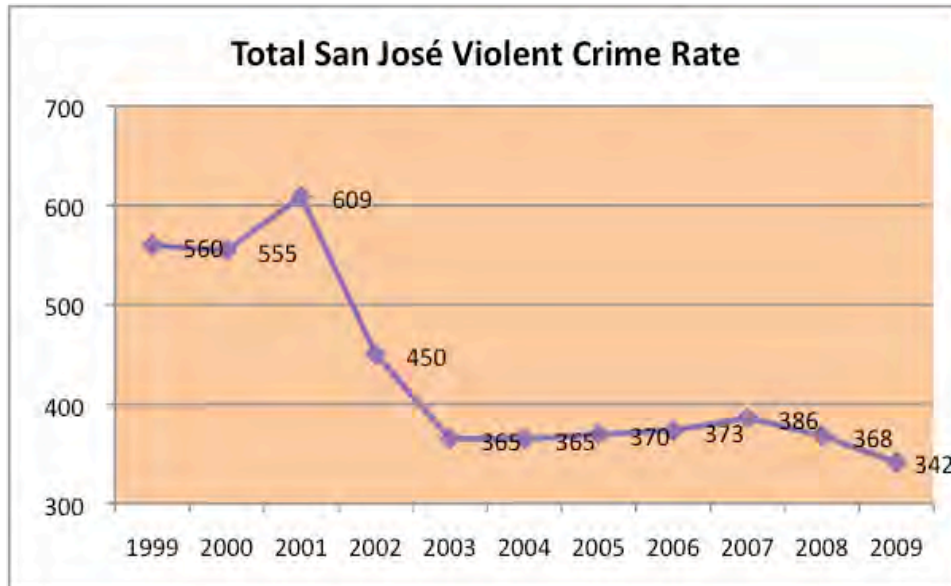
Chart 1



## San José Violent Crime Rate per 100,000 Population is the Lowest in Ten Years

Total violent crime rate as reported by the State of California Attorney General's Office - Criminal Justice Statistics Center indicates a desirable trend since a high violent crime rate per 100,000 population in 2001.

Chart 2



## A Recent FBI Report Ranked San José as Having the Least Violent Crime of the Ten Major California Cities

San José was ranked number One by a Federal Bureau of Investigation report published in September of 2009 for having the least violent crime of California's largest cities.

Table 2

City	Population	Number of Violent Crimes	Violent Crime Rate per 100,000 Population	California Ten Largest Cities Rank for Least Violent Crime
San Jose	945,197	3,643	385	1
Anaheim	333,746	1,312	393	2
San Diego	1,271,655	6,047	476	3
Santa Ana	339,674	1,726	508	4
Fresno	475,723	2,782	585	5
Long Beach	467,055	3,158	676	6
Los Angeles	3,850,920	26,553	690	7
San Francisco	798,144	6,744	845	8
Sacramento	467,065	4,660	998	9
Oakland	401,587	7,905	1,968	10
Crime in the United States, U.S. Department of Justice				
Federal Bureau of Investigation - Published September of 2009				

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## Youth Disconnecting from Schools before High School Graduation

There are numerous socio-economic and developmental consequences for youth becoming disconnected from schools prior to high school graduation, not the least of which are reduced contact with caring adults, reduced access to community resources located on school sites, limited future career options, and an increased risk of engaging in anti-social behaviors. The Schools/City Collaborative was established to strengthen and formalize the relationship between the City of San José and all San José schools to establish a policy that addresses areas of common interest. The mission of the collaborative is to develop sustaining partnerships that include all members of our community, and that engage all youth and their families in becoming responsible members of society. The Schools/City Collaborative serves as a vehicle to coordinate the use of facilities and neighborhood services, promote school safety, and the recruitment and retention of quality teachers to prepare our youth to meet future workforce needs and sustain the local economy. The City of San José works in collaboration with local school districts, the Santa Clara County Office of Education, and other community stakeholders to monitor trends related to the education of youth. Recently, increased emphasis has been placed on enhancing efforts to abate truancy and to develop a system for tracking youth who are not in school. From 2008-2009, 4,050 youth dropped out of high school in the City of San José. High school graduation rates have stayed steady with a 78% graduation rate over the last three years. Four year dropout rates have averaged 19% for the past three years which, requires serious consideration and attention, particularly because of the disproportionate representation of Black, Latino, and Native American youth. The high school graduation rates for Black, Latino, and Native American males are even lower.<sup>1</sup>

## Limited Alternatives to Incarceration

The Santa Clara County Juvenile Justice Systems Collaborative (JJSC) effort was implemented to address the disproportionate representation of certain youth, particularly minorities, on probation and in confinement. The goal of JJSC was to incarcerate youth who constitute a real and imminent danger to our communities, not the youth who have angered an adult or broken a non-violent law. Non-violent youth offenders who are not detained or incarcerated are best served remaining connected to school and participating in intervention programs as an alternative to incarceration. The long-term success of JJSC may be compromised unless more alternatives to incarceration are implemented for youth to hold them accountable for breaking laws that may not represent a direct threat to our communities, but are examples of anti-social behavior nonetheless. The Juvenile Justice Systems Collaborative (JJSC) has created a coordination structure through which future alternatives to incarceration and gaps in service might be explored more fully.

Community Responsibility Council (CRC) program and the development of a M.A.R.C. Transition Center aimed at redirecting first-time offenders. These and other related efforts would serve to fill a gap in services for low-level youth offenders, provide a more timely response to youth cited and released, partner with community members in community justice, and prevent further saturation of youth offenders in the juvenile justice system. This updated Strategic Work Plan will also address the need for expanded after care services for youth and adults coming back into our community after incarceration. This effort will be lead by the County of Santa Clara.

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<sup>1</sup> California Department of Education- <http://dq.cde.ca.gov/dataquest>

## MGPTF Funding History

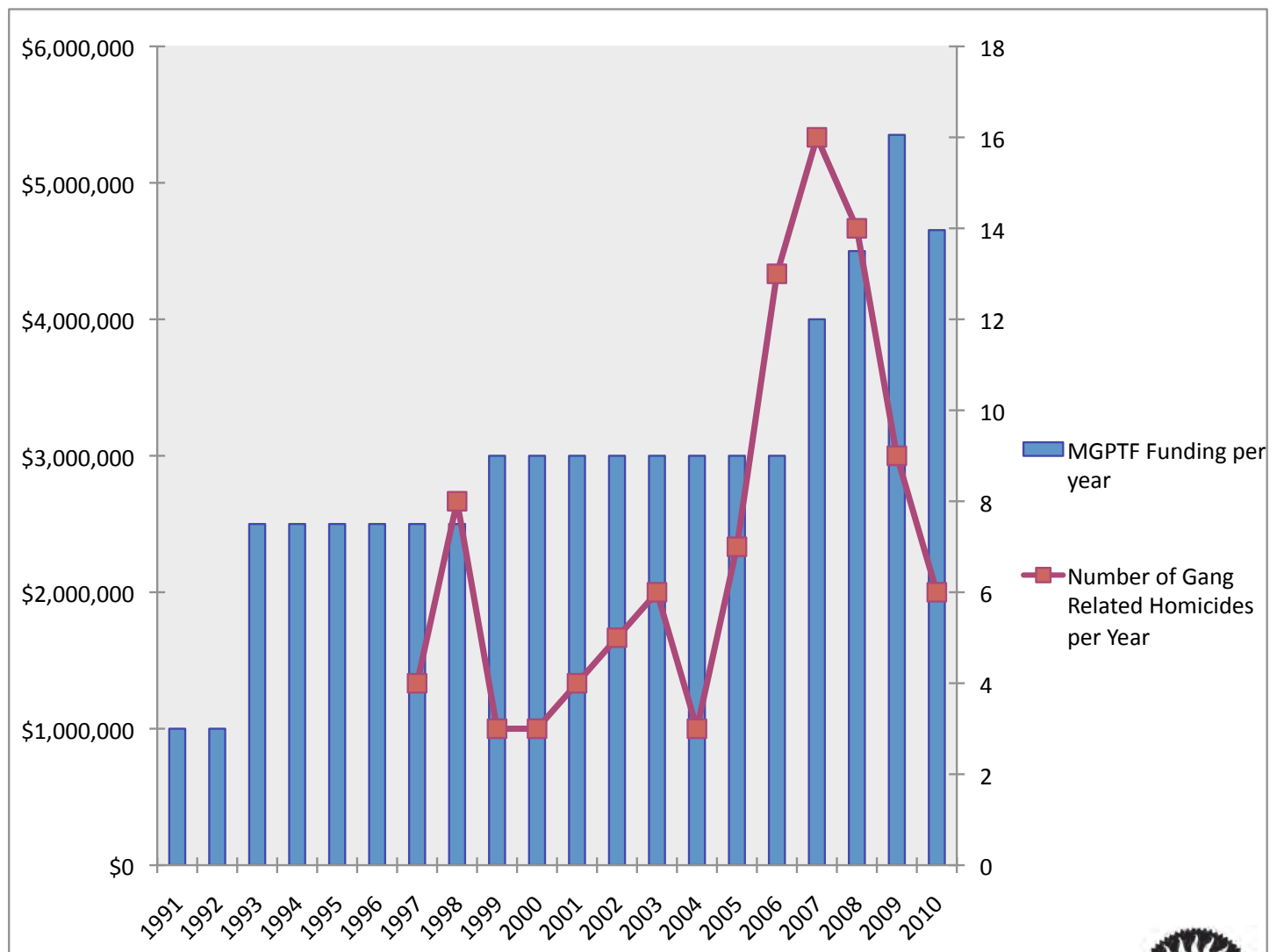
Since the inception of the Mayor's Gang Prevention Task Force in the early 1990's the City of San Jose's commitment to ensuring safe communities and neighborhoods has remained steady. Over the past 19 years the City of San Jose has invested over \$59 million into The MGPTF and its community partners through B.E.S.T (Bringing Everyone Strengths Together) to focus services on high risk and gang impacted youth, where B.E.S.T eligible service providers and partners have provided matching funds of \$35 million, bringing the total funding to \$94 million since 1991.

Despite the City of San Jose's long term financial and political commitment, in 2007 the City saw an increase in overall gang activity. Mayor Reed with the support of the San Jose City Council increased the Task Force's annual funding by 1 million dollars in addition the city launching the Safe Summer Initiative to combat the increase in gang activity. It should be noted that even with increase in funding the MGPTF total fiscal budget accounts for less than 1% of total public safety spending by the City of San Jose.

The increase in funding has added capacity to the Task Force and helped divert youth from joining gangs and committing crimes. Since 2007 the city has seen a 62% reduction in gang homicides and a 36 % decrease in violent crime.

The following chart 3 indicates the MGPTF funding per year and the number of gang related homicides per year.

Chart 3 - MGPTF Funding Per Year and Number of Gang Related Homicides



## Fiscal Challenges

Unfortunately due to the City's ongoing fiscal problems, San Jose faces the looming possibility of cuts to vital city services, such as gang prevention efforts and other safety programs. In anticipation of funding reductions the Task Force added the strategic goal of engaging in a public/private partnership and continues to leverage state, federal and foundation funding. This multi-facet approach underlines the City of San Jose commitment to ensuring a continual funding stream for the MGPTF and other public safety programs.

## Connecting Available Resources to Community Needs

Families, schools, and others intervening in the lives of youth who have been influenced by gangs, in most cases, require additional resources. The recognition of the available resources and how to access them in a timely manner is an on-going challenge that requires a sustained, consistent effort throughout the community to disseminate this information widely. San José has funded the B.E.S.T. program for 19 years with \$39.9 million in City funds that were matched with \$34.0 million of partners funds for a total of \$73.9 million dollars of funding to work with gang impacted and involved youth and families. Policy-makers and other community leaders are engaged in the difficult task of setting budget and policy priorities. This exercise is inherently difficult, but more so when resources are limited, as is the current circumstance for our City, County, and State. Decision-makers will need to be mindful of the compelling evidence that highlights the importance of building family and community capacity to work with anti-social and other troubled youth.

This diagram illustrates the four core resources upon which society relies to resolve issues that youth face.

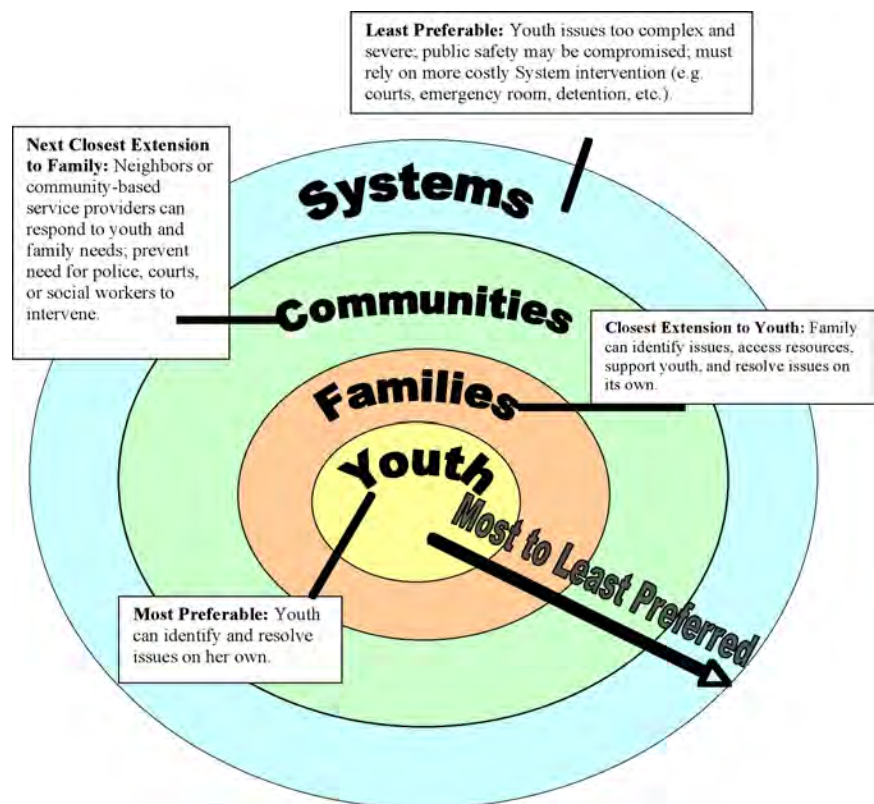
Diagram 1

(1) The center of the concentric circles is the youth him/herself. The most preferable way for resolution is for the youth to have the ability to identify the issues by him/herself, access resources as needed, and address the problem.

(2) The second most preferable way for resolution is for the family, the next most immediate extension to the youth, to support the youth and address the problem.

(3) The third closest extension to the youth is community: neighbors, teachers, coaches, or community-based service providers, to name a few. Community is the third most preferable method of resolving issues and, if effective, can prevent the need for law enforcement, court, or social worker intervention.

(4) The least preferable way to address youth problems is through "Systems." Systems (e.g. dependency, delinquency, or health and hospital systems) are defined as large institutions, generally government-run, such as the courts, Juvenile Hall, emergency room, etc. While these Systems provide a safety net and critical services these more costly services should be reserved for those youth and families who have exhausted the first three methods.



While severe budget cuts must be endured by both communities and Systems, decision-makers should keep in mind that the perpetual disruption or dissolution of resources to communities may foster society's reliance on Systems, the more costly and least ideal place to resolve problems.

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# Next Steps: Building on Our Success

*"The Mayor's Gang Prevention Task Force is a model program that brings together resources from throughout the community in an effort to reduce gang violence and provide our youth with safe alternatives to the gang lifestyle."*

*-Chief Chris Moore*





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## Continuous Improvement

Implicit within the practice of continuous improvement is a commitment to further developing strengths that have emerged from the MGPTF model as it has been implemented over the past 19 years. The City of San José has continued to employ its national model of an intervention-based service strategy. This strategy enhances the capacity of service providers and establishes a common language to be employed across agencies in delivering services to youth and their families. The MGPTF will link this intervention-based strategy with other initiatives in Santa Clara County, the State of California, and the United States which support improving the lives of disconnected youth. Leveraging and connecting internal resources, utilizing the latest research, and integrating with other youth initiatives enables the MGPTF collaborative to benefit from fresh perspectives and best practices operating both inside and outside the City of San José. This overall strategy challenges stakeholders on an ongoing basis to critically assess and evaluate their provision of services and care to ensure they are:

- Culturally and ethnically relevant, as well as age appropriate.
- Actively engaging families in the lives of their youth.
- Responding to the evolving needs of the community.
- Developing and nurturing youths' strengths and assets.
- Reconnecting youth who are disconnected from families, schools, and their communities.
- Optimizing precious limited resources.
- Achieving desired outcomes grounded in the public's best interest.

## Facilitating a Community Response to a Community Issue

On going monitoring and intervention activities of gang-related violent crimes is addressed through a collaborative response that included coordination between the City of San José, MGPTF partners, and local neighborhoods. Monitoring emerging trends enabled the MGPTF to mobilize short-term, high impact remediation efforts while factoring in for long-term strategies and tactics to disrupt the cycle of violence. As the capacity of intervention service providers has been developed, many valuable lessons have been learned regarding best practices in working with disconnected youth. The MGPTF is structured such that trainings and technical assistance is offered to members of the Technical Team. The need for parent training and community workshops was a recurring topic that emerged during the community input process. Thus, an education and awareness campaign continues toward the goal of increasing the capacity of parents, families, and neighborhoods as partners in intervening in the lives of disconnected youth.

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## Promoting Personal Transformation and Personal Accountability

The MGPTF Continuum of Care is designed to afford youth the opportunity, at different stages in their development, to recognize anti-social behaviors and alternatives that they can exercise to develop their talents, skills, and abilities through pro-social activities. Youth who are willing to invest the time and effort in transforming themselves and their circumstances will have access to and the support of a number of experienced service providers who are vested in the short- and long-term success of their youth clients. A vigorous effort will be made to afford every youth client served through the Continuum of Care the opportunity to utilize the resources available to realize their potential and develop into contributing members of the community. Accordingly, the age range of eligible clients or customers is from age 6 to age 24 years old.

Youth who choose to employ violence and intimidation to exert influence on neighborhoods will be subject to an equally vigorous effort to disrupt and suppress their activities. The prosecution of violent offenders, whether youth or adult, will be pursued to the full extent of the law to hold individuals personally accountable for inflicting physical or any other harm upon members of the San José community.

## Strengthening the Continuum of Care Model

The MGPTF has honed its strategies and increased its effect on the lives of disconnected youth through a collaborative approach with a network of community partners. Resources have been allocated primarily to an intervention-based service delivery strategy while linkages have been leveraged to fully implement the other strategies (i.e., Early Care, Prevention, After Care, Suppression) of the MGPTF Continuum of Care.

Moving forward, emphasis will be placed on youth referrals to service providers across the continuum of care to assess the outcomes that result. To this end, The Community Crisis Response Protocol and Juvenile Justice Systems Collaborative (JJSC, formerly Juvenile Detention Reform) efforts are essential elements of the intervention services based approach that has shown favorable results for the MGPTF. The Crisis Response Protocol is a procedure that activates the police department, other city departments, community-based organizations, social service agencies, and schools to respond to acts of violence in the community. When crisis has surfaced, the protocol has been effective in getting notice to community stakeholders, alerting the Safe School Campus Initiative to deploy intervention teams to surrounding neighborhoods, and engaging the MGPTF partners to restore “peace” in the community through after care services.

The primary goals of Juvenile Justice Systems Collaborative is to create alternatives to detention/ incarceration, reduce the disproportionate representation of ethnic minorities, reduce unnecessary delays in case processing, and engage impacted parents and youth, intervening before youth penetrate the system, and providing alternatives so that youth can continue to attend school and receive appropriate treatments and support. The Juvenile Justice Systems Collaborative reflects a renewed effort that is being undertaken to explore, develop, and coordinate alternatives to incarceration for youth offenders. Enhancing the capacity of community-based service providers and other members of the MGPTF to serve youth and their families, coupled with viable, appropriate alternatives to detention/incarceration will likely yield favorable results in relation to school success and juvenile justice over time.

The increase in homicide and juvenile crimes in 2007 placed a renewed emphasis on developing the capacity of staff in all partner agencies through targeted training that will increase their ability to be successful in working with gang-impacted youth.



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## Addressing the Socio-Economic Factors that Influence Anti-Social Behavior

Addressing the participation of youth in gangs and other anti-social behaviors requires innovation in responding to the socio-economic factors that influence the behaviors of youth. The adverse effects of a youth becoming disconnected from schools, having limited access to health and dental care, and limited access to nutritious food, among other factors, are multi-dimensional and difficult to quantify in the long-term. While it would be difficult for any single agency to respond to any combination of the aforementioned challenges, the network of B.E.S.T funded and non-B.E.S.T funded agencies that actively participate on the Technical Team have certainly developed the ability to respond to a growing range of needs as demonstrated by youth and families. By forging relationships with new partners such as local community colleges and businesses, existing workforce and training needs can be leveraged toward the long-term goal of stimulating economic development in the City of San José by training and employing parents and youth in need of career-oriented jobs. Developing and enhancing opportunities for further educational pursuits and workforce training can be leveraged to hold youth and their parents accountable for their success in school and diversion from anti-social behavior. In addition, cultivating San José's greatest resource, its youth and residents, in the long-term could result in a better trained, more employable citizenry which could appeal to current and future business partners seeking to locate themselves within the city limits.

According to Project Cornerstone's Asset Charts<sup>1</sup>, there is a direct correlation between increasing the number of assets that youth possess and decreasing the incidence of high-risk behaviors, such as drug and alcohol abuse and acts of violence. Stakeholders are united behind the notion that it is not enough to just prevent youth from joining gangs and getting involved in violence and/or gang-involved activities. Families and communities must also make other opportunities available to youth, and provide them with the care, support, and encouragement necessary to enable youth to pursue those alternatives. Research published by Child Trends alludes to the significance of youth having caring and supportive families, suggesting that good relations between parents and adolescents lessen the likelihood that teens will exhibit problem behaviors.<sup>2</sup>

Research also indicates that youth without supportive parents can receive care, love, and support from other adults found in extended families, community, and in schools. This research on "resiliency" also identifies the importance of high expectations by youth, and adults working with them, to become good at something. Another factor in resiliency research is that youth need to have meaningful participation in home, school, and/or the community. When youth have these three factors in their lives (Caring Adults, High Expectations, and Meaningful Participation), they have a very good chance of achieving success as they transition into adulthood. The strength of the resiliency research and theory is that a youth that does not have a caring adult at home can be connected to one in the schools or the community or their extended family. This same approach can be used high expectations, and meaningful participation, resiliency is not a deficit model but an asset model of youth resiliency development.

## Evaluation

An independent evaluator will conduct an annual evaluation of the programs funded by San José B.E.S.T., the funding arm of the MGPTF, using a Performance Logic model. The results of the annual evaluation will be presented to the Mayor and City Council. For more information on this evaluation model, please see Attachment A.

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<sup>1</sup> <http://www.projectcornerstone.org/content/charts.pdf>

<sup>2</sup> *Child Trends, Promoting Well-Being Among America's Teens (October 2002)*

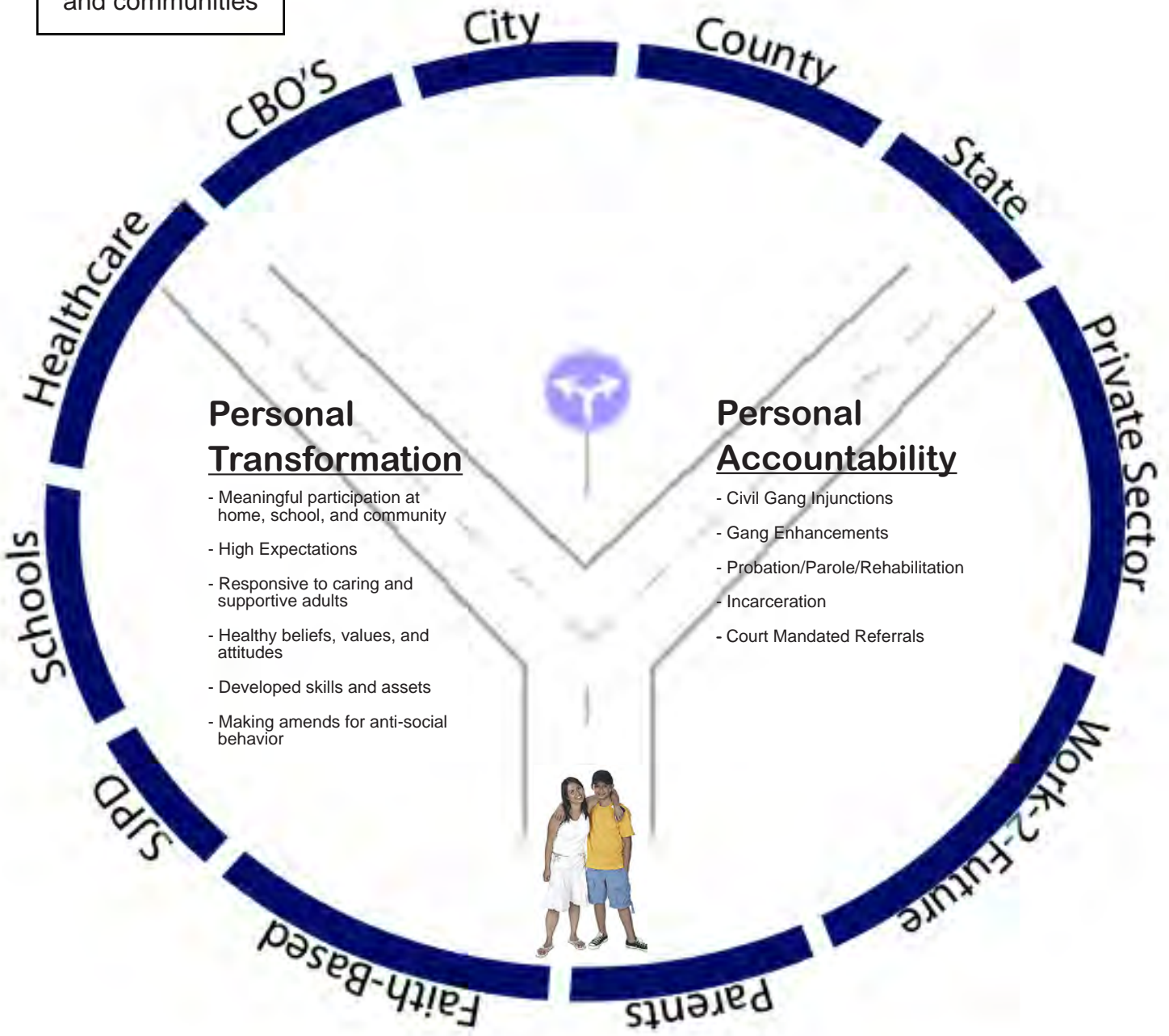
# 360° Community Accountability

Re-kindled hope

Safe homes, neighborhoods, and communities

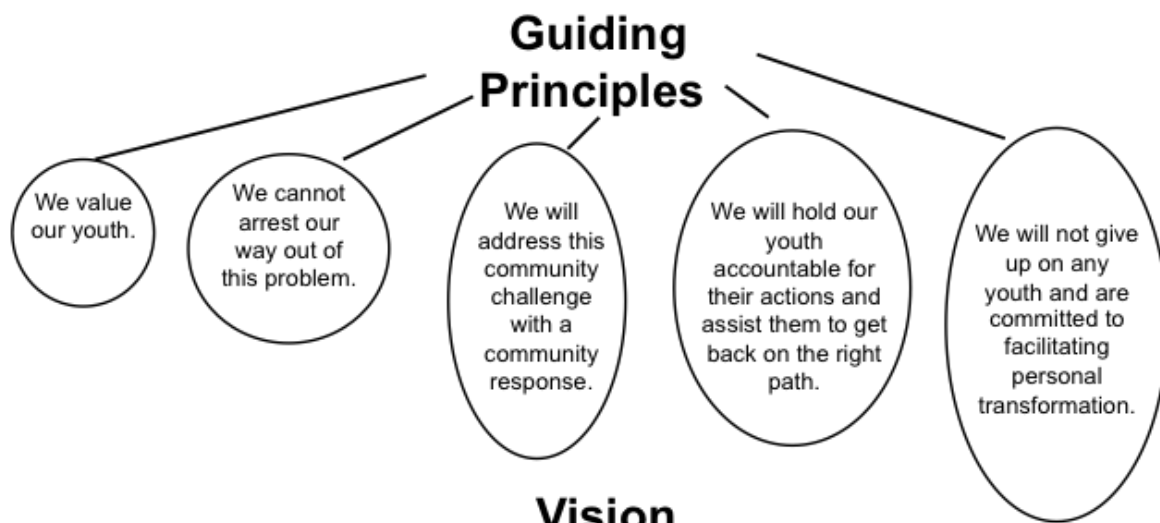
Reconnected youth to families, schools and communities

New beginnings, new opportunities



# Diagram of MGPTF Strategic Work Plan Principles, Vision, Mission, Goals, and Outcomes

## Mayor's Gang Prevention Task Force

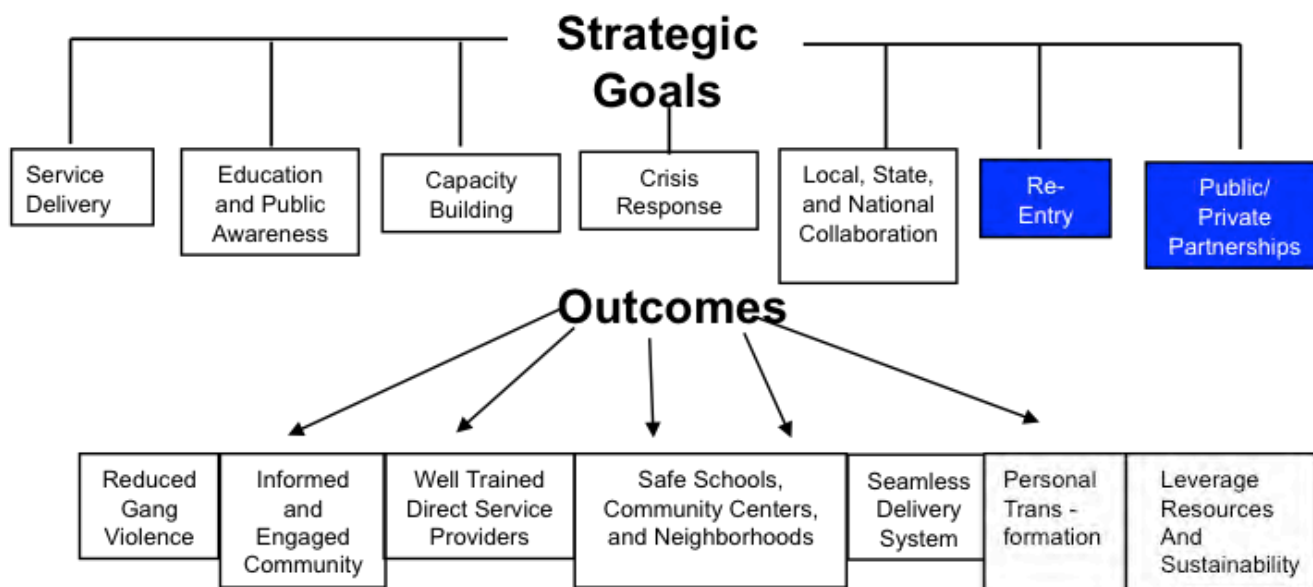


### Vision

Safe and healthy youth connected to their families, schools, communities, and their futures.

### Mission

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.



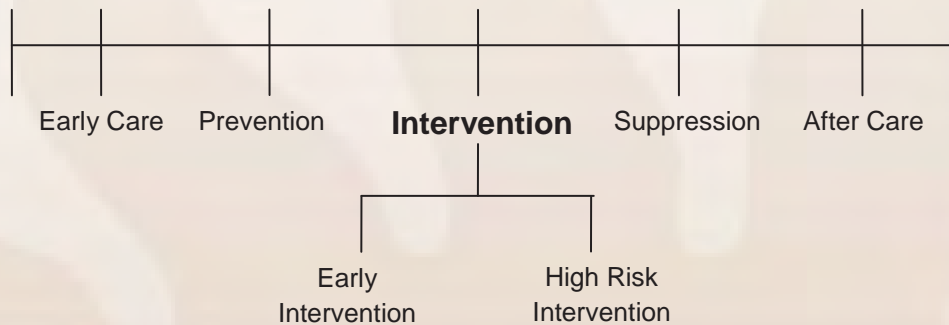
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# Strategic Goal 1

*Strengthen and expand the "asset-based" service delivery system to connect, coordinate, and leverage community resources in executing the MGPTF Continuum of Care Strategies.*



## MGPTF Continuum of Care



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# Strategic Goal 1 - Service Delivery

The “seamless” service delivery system of the MGPTF connects all local intervention-based initiatives, thus establishing a “Safety Net” to surround youth with positive influences to create stronger relationships to their families, friends, church, community, school or other pro-social groups. The multi-dimensional challenge of reconnecting youth is a community issue that requires a community response grounded in communication, collaboration, and a sustained commitment to leveraging available resources to intervene in the lives of youth. To expand the model service delivery system, a new focus will be placed on the coordination of youth referrals among the members of the MGPTF and the corresponding outcomes that result within the strategic areas of Early Care, Prevention, Intervention, After Care, and Suppression. Leveraging community resources will create safe spaces for youth to develop their talents, skills, and abilities through pro-social activities and engagement.

## Objectives:

1. Continue to improve the Bringing Everyones Strength Together - B.E.S.T. collaboration of early intervention and intervention qualified service providers by practicing continuous quality improvement and yearly focusing of needed services to neighborhoods of the city where needs are the greatest.
2. Continue to develop and implement strategies with City of San José (i.e., Smart Start) and Santa Clara County (i.e., First 5) early childhood education initiatives to promote the healthy and safe development of youth.
- 3.. Continue to develop and coordinate prevention and intervention activities in conjunction with school districts, charter schools, and alternative education providers that leverage available resources.
  - a. Encourage the optimization of early care and prevention programs and ensure that disconnected children and youth are given the opportunity to participate in our city’s schools, after school, libraries, youth centers, and early childhood programs.
  - b. Pilot a student development strategy at the elementary and middle school level that incorporates prevention and intervention activities.
  - c. Expand efforts, in collaboration with schools and alternative education service providers, to monitor and address truancy.
4. Continue and monitor strategies to reduce and remove graffiti throughout the City.
5. Explore and exercise elements of Cease Fire Model with the City Attorney, Santa Clara County District Attorney and Courts to suppress the activities of known entities that promote violence and intimidation in the City of San José.
6. Continue a “user-friendly” information and referral system in collaboration with community and faith-based partners aimed at connecting youth and their families to the appropriate resources in a timely and results-oriented manner.
7. Develop a Communication Strategy aimed at ensuring smooth and effective communication and coordination between MGPTF Technical Team Members.
  - a. Administer, monitor, and enforce Memorandum of Understanding (MOU).
  - b. Facilitate “action-oriented and results-based” MGPTF Technical Team meetings
  - c. Monitor school and community climates, review crime analysis data, and respond to emerging trends.
  - d. Utilize technology to streamline communication.
  - e. Monitor and report out on youth referrals at the MGPTF Technical Team meetings.

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- f. Track, monitor, evaluate, and report on the accomplishments and effectiveness of programs offered through the MGPTF Technical Team (e.g., SJ B.E.S.T., Safe School Campus Initiative, and intervention programs supported by the City's General Fund).
  - g. Review and revise the MGPTF Sub-committee structure to explore innovations in the areas of school success, addressing the socio-economic factors that lead to anti-social behavior, and an integrated approach to executing the continuum of care.
8. Understand and integrate Project Cornerstone's 41 Developmental Assets, Cognitive Behavior Theory, Resiliency Theory, and other Personal Development and Transformation strategies into the MGPTF Continuum of Care (Prevention, Intervention, Suppression, and Aftercare).
  9. Expand and implement a strategy for community engagement in the providing prevention and intervention and community policing strategies that will engage community members, parents, and youth in building safe and livable neighborhoods.

## Indicators

### Effort – What will we do? (Outputs)

1. MGPTF will monitor the volume and resulting outcomes for youth referrals in the strategic areas of Prevention, Intervention, After Care, and Suppression.
2. MGPTF will produce an 80% attendance rate for both City-funded and community-based service providers at Tech Team meetings each year.
3. MGPTF will produce an 80% attendance rate for Policy Team members each year.
4. MGPTF Policy and Technical Team will take action to find solutions to problems presented. These solutions and actions will be tracked to determine the impact realized over time.
5. City-funded Service Providers and some of the County of Santa Clara funded providers will track the number of customers, type of customer, type of service provided, amount of service provided and cost per hour for services delivered.
6. 100% of community-based City-funded service providers (B.E.S.T.) and City Youth Intervention staff will be continually trained in asset-based evaluation design.
7. 80% of B.E.S.T. service providers will connect youth customers to at least 2 additional caring and supportive adults.
8. MGPTF will track the amount of funds used in providing prevention, intervention, and suppression services.
9. MGPTF will continue to review the percent of B.E.S.T. funds allocated by type of service and time of day the service is provided.
10. MGPTF will continue to review the breakdown of B.E.S.T. youth participants by level of gang involvement.
11. MGPTF will continue to monitor and address the high school dropout and truancy rates.
12. MGPTF will monitor the growth of the community engagement strategy to insure an expanded role for youth, parents, and community members in addressing the implementation of action, collaboration and transformation.
13. Work with Santa Clara County Mental Health providers to insure access to mental health services.



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## Effect – Are we better off because of our efforts? (Outcomes)

1. B.E.S.T.-funded service providers will produce a 70% customer satisfaction rate for youth and their parents.
2. 70% of youth participants in B.E.S.T.-funded services will report an improved ability to connect with caring adults.
3. 80% of MGPTF Tech Team and Policy Team members will report that City-funded services were effective in supporting youth developmental assets.
4. Staff members of B.E.S.T.-funded services will report that the level of participation in their communities increased for 60% of youth.
5. Youth, their parents/guardians, and staff providing service will indicate, via survey reports, that 60% of youth will meet the target changes in youth development assets because of the services they received from MGPTF services.
6. 80% of MGPTF Policy and Technical Team members will report that the MGPTF was effective or somewhat effective.
7. 80% of MGPTF Policy and Technical Team members will report their knowledge of other service providers increased.
8. 70% of MGPTF Policy and Technical Team members will report improved communication with other service providers.
9. 80% of the youth and parent advisory groups will indicate that their advisory group was effective or somewhat effective.
10. Assist schools within the City of San José to reduce their dropout rate.
11. 100% of gang-related graffiti will be removed within 24 hours of being reported.
12. Report yearly to the MGPTF on B.E.S.T. eligible services to make sure that domestic violence, substance abuse, recreational, transition back to school, and parental services for disconnected youth are included.

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# Strategic Goal 2

*Design and execute an education and awareness campaign that employs culturally competent strategies to inform and engage youth, families, and community partners to live, work, and prosper together.*



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# Strategic Goal 2 - Education and Public Awareness

The MGPTF Technical Team serves as a hub of information for the public about the resources that are available and how to access community resources to reduce violence and youth participation in anti-social behavior. In an effort to ensure widespread dissemination and appeal, associated marketing efforts will employ strategies that are culturally relevant and reflect a commitment to leveraging the city's diversity to enrich the life and community experience. In addition, the Technical Team will work with other youth initiatives and create a uniform "anti-violence" message.

## Objectives:

1. Continue to deploy a culturally competent multi-media marketing strategy to inform the public of the intervention resources available.
  - a. Deploy information regarding crime reporting options, restoring property damage (i.e., graffiti), and fostering healthy neighborhoods throughout the City of San José.
  - b. Increase outreach to youth and the deployment of the Independent Police Auditor's (IPA) Student Guide to Police Practices.
  - c. Coordinate with the Youth Commission to expand the MGPTF website to provide the public with online access to youth-related information and resources.
  - d. Expand the "youth focused" resource and information system through the MGPTF website.
  - e. Identify and facilitate the coordination of informing the community of volunteer opportunities to serve youth and families in the City of San José.
2. Coordinate with the Youth Commission and local youth service providers to develop an anti-violence Public Service Announcement (PSA) campaign.
3. Identify and integrate strategies to meet the developmental needs of female and male youth.

## Indicators

### Effort – What will we do? (Outputs)

1. Continue the multi-media strategy and website to insure cultural relevancy and wide ranging appeal.
2. Expand B.E.S.T. eligible services to make sure that all cultural and ethnic groups are included in intervention services.
3. Expand the dissemination of the IPA's Student Guide to Police Practices.
4. Monitor the public awareness campaign to track impact.
5. Monitor MGPTF B.E.S.T- funded services to make sure the services contracted serve all cultural groups affected by gangs, youth violence, and drugs.

### Effect – Are we better off because of our efforts? (Outcomes)

1. Increased public awareness regarding the City's programs and services.
2. Increased participation in and utilization of the City's programs and services.



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# Strategic Goal 3

*Implement a comprehensive capacity-building strategy to equip Task Force members, youth, families, and neighborhoods with the skills and resources necessary to reduce violence and anti-social behavior in the City of San José.*



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## Strategic Goal 3 - Capacity Building

The MGPTF Technical Team builds and expands the capacity of its members to effectively redirect youth away from gangs and connect them to positive alternatives. In recognition of the significant influence of the home environment on the pro-social development of youth, the capacity of parents, families, and neighborhoods will be enhanced to compliment the MGPTF members in addressing violence and anti-social behavior in our communities.

### Objectives:

1. Implement and enhance the “Gang Intervention Training Institute” aimed at building capacity and equipping MGPTF Technical Team members with the skills required to redirect youth from gangs. Invite other service providers from schools, after school programs, youth centers, libraries, and the community-at-large to build their capacity to work with gang involved youth.
  - a. Identify “best practices” among MGPTF Technical Team Members and afford them the opportunity to “cross train” with their peers at monthly Technical Team Meetings.
  - b. Build the capacity of community and faith-based service providers to address the cultural and gender-specific needs of youth and families.
  - c. Build the capacity of the community and service providers to understand and address the connection between substance abuse and the gang lifestyle.
  - d. Develop and deploy training opportunities for teachers and school administrators to increase their capacity to intervene in the lives of gang involved and disconnected youth.
2. Continue to support “Parent Awareness Training Institute” in conjunction with the Santa Clara County District Attorney’s office (i.e., Parenting Project) and community partners.
3. Continue the yearly community gang prevention summit through the Policy Team Community Engagement sub-committee.
4. Expand a youth component toward the goal of enhancing youth resiliency and teaching practical skills regarding how to cope with peer pressure, gangs, violence, and drugs/alcohol.
  - a. Identify and incorporate strategies and tactics to meet the distinct developmental needs of female youth.
  - b. Engage youth as “Community Ambassadors” who will facilitate at least one peer workshop as a follow-up community service learning project at a school site, community center, church, or other venue in the City of San José.
  - c. Formalize the participation of youth in developing community solutions and responses to violence and anti-social behavior.
  - d. Engage youth in a discussion of recent trends and appropriate community responses.

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5. Deploy parent training workshops in strategic locations including community centers, schools, churches, community-based organizations, faith-based organizations, and other accessible facilities. Incorporate opportunities for youth participants who have successfully completed programs to share their experiences and lessons learned through a leadership component.
    - a. Gang Awareness
    - b. Accessing Youth Intervention Resources (i.e., Drug/alcohol, mental health, etc.)
    - c. Accessing community resources regarding workforce training and economic development
    - d. Domestic Violence Prevention/Intervention
    - e. Parents as “Youth Advocates”
    - f. Cultural Sensitivity/Awareness
  6. Deploy early prevention and intervention workshops for youth in collaboration with schools, community-based organizations, the City of San José Parks, Recreation & Neighborhood Services, the Police Department, and other community resources.

## Indicators

### Effort – What will we do? (Outputs)

1. 90% of MGPTF members will take part in the Gang Intervention Training Institute.
2. Assist schools, parents, neighborhoods, and other institutions to build capacity to reduce violence, bullying, and other anti-social behaviors.
3. Build capacity of our youth to cope with peer pressure, gangs, violence, drugs, alcohol, and other anti-social influences.
4. Multiple parent workshops provided each year in different languages.
5. Build capacity of our youth service providers to reduce the adverse impact of drugs and alcohol.

### Effect – Are we better off because of our efforts? (Outcomes)

1. 90% of B.E.S.T.-funded service providers will build their capacity to work with gang-involved youth by participating in B.E.S.T.-funded services, professional development services, and cross-training opportunities.
2. Gang Intervention Training will be provided to other youth service providers who work with youth in schools, libraries, youth centers, etc.
3. Participants in parent trainings will indicate a 70% customer satisfaction rate with the trainings.
4. 70% of parents will indicate that they improved their skills and knowledge about youth and gangs, accessing youth intervention resources and how to advocate for their child due to their participation in the workshop.





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# Strategic Goal 4

*Enhance the citywide Crisis Prevention and Community Response Protocol to keep schools, community centers, and neighborhoods safe and accessible to youth.*





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## Strategic Goal 4 - Crises Response

The MGPTF Technical Team standardizes and implements a well-coordinated crisis prevention and response protocol aimed at keeping youth safe at schools, community centers, parks, and their neighborhoods. Of primary importance is the establishment of a multi-system protocol that defines clear lines of authority and direct lines of communication among the MGPTF Technical Team, schools, parents, law enforcement, the Strong Neighborhoods Initiative, the Neighborhood Development Center, emergency preparedness agencies, community-based organizations, community center staff, and community leaders. Through collaboration across these various stakeholder groups, the MGPTF will promote safety and the creation of spaces for youth and families to engage in pro-social activities.

### Objectives:

1. Build a “Bank of Trust” between MGPTF members, youth, families, and neighborhoods to increase collaboration and active community policing.
  - a. Continue to support and coordinate the Summer Safety Initiative that engages all youth at different stages of the continuum of care with an emphasis on gang-impacted and gang-involved youth.
  - b. Support National Night Out “Block Parties” in collaboration with city departments and community partners.
  - c. Deploy recreation activities (i.e., sports tournaments, youth field trips/outings, etc.) to foster youth development during the summer and evenings.
2. Explore opportunities to leverage community resources to extend the availability and accessibility of community centers, schools, churches, and other facilities during evenings, weekends, and summers.
  - a. Engage faith-based organizations to explore capacity and feasibility.
  - b. Engage community-based organizations to explore capacity and feasibility.
  - c. Engage school districts to explore capacity and feasibility.
  - d. Engage neighborhoods to explore capacity and feasibility.
3. Continue to work with the Strong Neighborhood Initiative and Neighborhood Development Center to engage neighborhoods in the City San José to generate a local response to local needs pertaining to issues of violence and anti-social behavior.
4. Continue to expand the existing Safe School Campus Initiative Crisis Response Strategy to include community centers.
5. Continue to develop and strengthen a Community Crisis Response Protocol to respond to incidents of violence and promote safety in neighborhoods.
  - a. Develop and implement a Crisis Response Training module aimed at instructing MGPTF Technical Team members, schools, community center staff, hospitals, and community leaders in the activation and implementation of the crisis response protocol.
  - b. Maintain open and direct lines of communication between schools, law enforcement, community-based organizations, community center staff and community leaders in an effort to ensure effective implementation of the Crisis Response Strategy.
6. Strengthen and evaluate the coordination and effectiveness of street outreach activities across faith-based organizations, community-based organizations, and city departments.



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7. Continue to strengthen relationships with local hospitals cooperative programs (i.e., Clean Slate) and explore other possible new ventures.

## Indicators

### Effort – What will we do? (Outputs)

1. MGPTF will implement a Community Response Protocol for 90% of our high schools and 90% of our youth and community centers.
2. Gang-related incidents of violence will be reported at the Technical Team meetings, and the Technical Team will implement action steps to resolve the incidents. Technical Team members will interview and visit all victims of violence in hospitals, homes, or schools to meet their needs, reduce retaliatory incidents, and prevent future incidences of violence. The MGPTF will track these incidents and their outcomes.
3. Organize a Safety Summit by Police Division with all the relevant stakeholders and partners.
4. Continue to build our capacity to work with all the diverse cultural groups that are a strength of the City.
5. Create safe spaces for youth to engage in pro-social developmental activities.
6. Continue to develop a community response protocol and corresponding trainings.

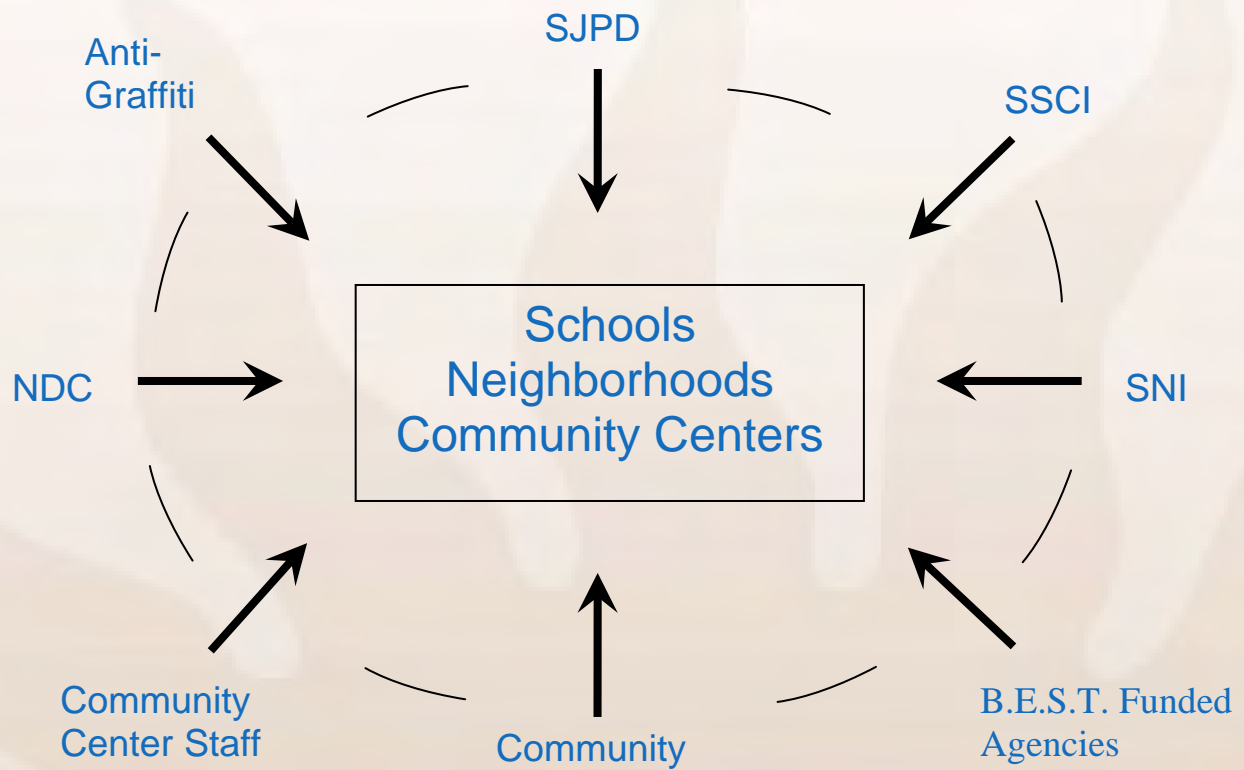
### Effect – Are we better off because of our efforts? (Outcomes)

1. Participants in the Community Crisis Response and Safety Trainings will indicate a 70% customer satisfaction rate with the trainings.
2. 70% of Community Crisis Response service providers will report that their participation in the MGPTF has enabled them to take action with other members to meet needs and solve problems in our City.
3. Community Crisis Response Protocol will produce a 70% customer satisfaction rate among schools, community centers, and neighborhoods.
4. 70% of service providers will report that they have developed effective partnerships focused on solutions that protect public safety.
5. 70% of service providers will report that open and direct lines of communication between schools, law enforcement, community-based organizations, faith-based organizations, community center staff, and community leaders were established.



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# Community Response Protocol



# Strategic Goal 5

*Leverage and coordinate the City of San Jose's MGPTF Continuum of Care Model with local, state, and national initiatives.*



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## Strategic Goal 5 - Local, State, & National Collaboration

The MGPTF Technical Team creates a seamless intervention-based service delivery system, one that establishes a single point of contact so that families and providers can easily access services, resources and information. In light of the history of the MGPTF and lessons learned over the years, the City of San José will disseminate information regarding best practices and replicable strategies and tactics that have made the Continuum of Care model successful. The MGPTF Technical Team will align and coordinate the Strategic Work Plan with other similar plans and initiatives in order to gain local, state and national support, ensuring that San José youth remain safe and can achieve their fullest potential. Special emphasis will be placed on leveraging the collaborative nature of this effort and facilitating the creation of a fund development strategy aimed at increasing the financial resources required to support program enhancements and expansion.

### Objectives:

1. Participate in the California 13 Cities Gang Prevention Network in conjunction with the National Council on Crime and Delinquency and the National League of Cities' Institute for Youth, Education, and Families.
2. Participate in the California Gang Reduction, Intervention, and Prevention Program (Cal GRIP).
3. Participate in National Forum on Youth Violence Prevention
4. Coordinate a regional strategy with the Santa Clara County Department of Probation for the re-entry of formerly incarcerated youth to San José.
5. Create and implement a Fund Development Strategy that will generate \$2,000,000 in non-city funding to support the City's intervention strategy form local, state, & national collaboration
6. Identify local, state, and national initiatives that support intervention-based programs and formalize link-ages with them.
7. Coordinate and leverage all City-funded, intervention-focused programs through the MGPTF Technical Team network and this local, state, and national collaboration.

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## **Indicators Effort – What will we do? (Outputs)**

1. Track the involvement of MGPTF members in each of the local, state, and national initiatives.
2. Continue to assist Santa Clara County's Juvenile Justice Systems Collaborative to fund and develop alternatives to incarceration.
3. MGPTF will actively work together to raise funds from public and private sources to meet its goals.
4. The MGPTF will track the responses to requests for proposals.
5. Continue to work to insure the successful transition of youth out of foster care and out of incarceration.
6. Continue to coordinate efforts with other local agencies in the County of Santa Clara.
7. Continue to participate in the California 13 Cities Gang Prevention Network.
8. Continue to assist other cities and communities in addressing gang problems through the development of their own continuum of services and gang prevention networks.

## **Effect – Are we better off because of our efforts? (Outcomes)**

1. MGPTF members will report on the effect of the Juvenile Justice Services Collaborative at MGPTF meetings twice a year.
2. By 2013, \$2,000,000 of new funding from grants will be secured to support the continuing activities of the MGPTF.
3. 70% of service providers will report that their involvement in the MGPTF has assisted them to form partnerships with related local, state and national initiatives being implemented in the City.
4. Document the cooperation of the MGPTF strategy with other local, state, and national initiatives.

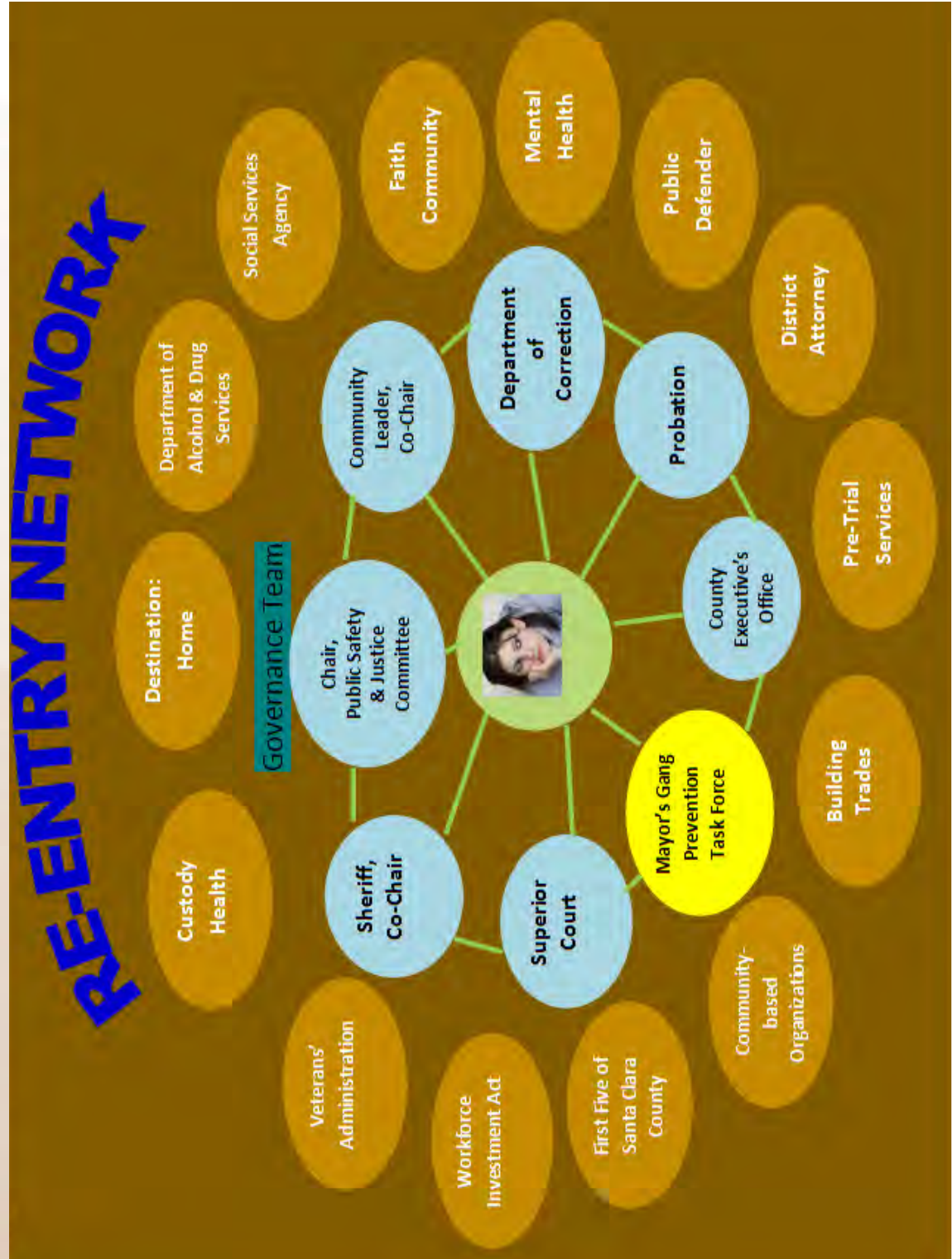
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# *Reentry To New Beginnings*



# Strategic Goal 6

Partner, Coordinate, and Support the County of Santa Clara Led Re-entry Model





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## Strategic Goal 6 - Partner, Coordinate, and Support the County of Santa Clara Led Re-entry Model

The Santa Clara County is leading the effort to build a network of resources, both public and private, to support the development and implementation of programming to facilitate the successful transition and re-entry of juvenile and adult offenders into the community from a custodial setting or out-of-home placement. The MGPTF represents an existing network with established capacity to partner, coordinate, and support the probation department's initiative to create a more formal and structured transition and re-entry model.

Re-entry involves the use of programs targeted at promoting the effective reintegration of offenders back into communities upon their release.

### Objectives:

1. Identify and convene relevant stakeholders to formalize the partnership and communication structures of the Re-entry Network that includes faith-based partners, other providers and a system of case management documented continuum of services and care.
2. Explore and identify National Evidence-Based Practices related to locally identified needs to deploy pilot services for transition and re-entry program participants.
3. Identify and develop strategies that leverage the family structure and other caring, supportive adults in the reintegration of juvenile (aftercare) and adult (re-entry) offenders into the community.
4. Expand and enhance the coordination and collaboration with the MGPTF through Policy and Technical Team representation and intentional service delivery of existing B.E.S.T. resources.

### Effort - What will we do? (Outputs)

1. Track the number of juvenile and adult offenders served by the after care re-entry model.
2. Track the resources utilized and social capital used to implement the re-entry model.
3. Explain the various models of re-entry that operate.

### Effect - Are we better off because of our efforts (Outcomes)

1. Track recidivism rates of participants in the re-entry programs.
2. Survey participants for customer satisfaction and indicators of benefits from the re-entry participation.
3. Track the number of participants gainfully employed.
4. Track the number of participants currently enrolled in educational programs.



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# Strategic Goal 7

*Forge a public/private sector partnership aimed at community transformation through sustainable and effective mentorship, job creation, workforce development and resources development*



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## Strategic Goal 7 - Forge a Public/Private Sector Partnership

Forge a public/private sector partnership aimed at community transformation through sustainable and effective mentorship, job creation, workforce development and resource development. Effective public/private partnerships recognize that the public and the private sectors each have certain advantages, relative to the other, in performing specific tasks. By working together in partnership, the public and private sectors can link together to find ways to implement the goals and objectives of this strategic work plan.

### Objectives:

1. Explore and identify areas for collaboration, resource needs, infrastructure, and intended outcomes for public/private sector partnership activities.
  - a. Research and identify best practices in public/private sector partnerships.
  - b. Convene a focus group of public and private sector members to define elements of the partnership.
  - c. Research and develop asset mapping to determine the location, volume, and limitations of available resources relative to community needs.
  - d. Create a portfolio of gaps in current services.
  - e. Develop performance measures and indicators to evaluate efforts, effects, and results of the public/private sector partnership.
2. Develop a communication strategy to facilitate the timely and sustained transfer of information between the MGPTF and the business community.
  - a. Determine the role of the private sector at the Policy Team.
  - b. Develop a mechanism for the private sector to link with existing MGPTF strategies and goals. The link will expand the use of private sector employees as mentors, field trips and internships for youth to explore the work environment, school presentations, funding for joint projects, and other joint ventures.
3. Explore and align public/private sector partnership activities with community-based service delivery mechanisms (i.e., B.E.S.T., Franklin McKinley Children's Initiative) that are addressing the needs of children, youth and families.

### Effort - What will we do? (Outputs)

1. Track the activities conducted to implement the above objectives.
2. Track the resources developed through the public and private partnership.

### Effect - Are we better off because of our efforts (Outcomes)

1. Track the resources generated by the public and private partnership.
2. Survey participants in the public and private partnership for benefits and suggestions for improvement.
3. Track the number of jobs created through workforce development and partnership.
4. Track the number of mentorship opportunities created by the partnership.



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# Population Results

The MGPTF uses population results as an indicator for measuring our communities' general well-being. The MGPTF and its members, along with the efforts of other community partners, influence these population results. The MGPTF and its members do not use population results to evaluate any individual program, but rather use the results to help focus community resources on improving these conditions for the youth and young adults of San José. Population result indicators that will be monitored include, but are not limited to:

- Rate and number of gang-related violent crimes.
- Rate and number of Juvenile Arrests.
- Rate and number of Juvenile Violent Crime Arrests.
- Rate and number of Juvenile Arrests for Drug Offenses.
- Rate and number of Juvenile Arrests for Property Crimes.
- Rate and number of youth who are truant.
- Rate and number of adults contributing to the anti-social behaviors of youth.
- Rate and number of youth who graduate from high school.
- Rate and number of youth who have dropped out before completion of high school.
- Rate and number of youth and young adult recidivism rate.
- Rate and number of youth and young adults who are enrolled in educational programs.

San José Police Department will work with the MGPTF to develop other indicators we can use to measure long-term results.

The MGPTF will work with local school districts and the County of Santa Clara to develop other indicators we can use to measure long-term results.

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# Attachment A

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## San José B.E.S.T. (Bringing Everyone's Strengths Together) Performance Logic Model Evaluation System

The B.E.S.T. Evaluation System is a synthesis of Mark Friedman's Results and Performance Accountability evaluation technique and the Theory of Change Logic Model evaluation technique. The fusion of the two systems allows for a functional and ongoing evaluation system well-suited for B.E.S.T. Mark Friedman, Director of the Fiscal Policy Studies Institute, points out that: "The Results and Performance Accountability and the Logic Model methods can be seen as complementary, not contradictory, approaches to evaluation."

### **Results and Performance Accountability**

Mark Friedman explains the principles of a Results and Performance Accountability system as a way to hold programs and agencies accountable for performance. Mark Friedman gives the reason for performance accountability:

*"Why bother with results and performance accountability? Trying hard is not good enough. We need to be able to show results to taxpayers and voters. Avoid the thousand-pages-of-useless-paper versions of performance measurement."*

### **Theory of Change Logic Model**

The B.E.S.T. Evaluation System also incorporates the latest research and recommendations of researchers and evaluators that call for a "Theory of Change Logic Model" approach to evaluation designs (J.P. Connell, A.C. Kubisch, L.B. Schorr, C.H. Weiss).

All of the B.E.S.T. Service Providers have incorporated the United Way of America recommended logic model system of evaluation into their own B.E.S.T. evaluations.

### **Lisbeth Schorr's Theory of Change**

A description of this "Theory of Change Logic Model" research is contained in Lisbeth Schorr's recently published research entitled *Common Purpose — Strengthening Families and Neighborhoods to Rebuild America* (Schorr 1997). In her book, Schorr discusses the issues involved in applying experimental research designs to complex, multiple outcome and community-based projects. Schorr points out that because experimental designs can only study variables that are easily quantifiable, complex community-based interventions tend to be ignored or short-changed. Schorr calls for a theory-based logic model outcome evaluation. "By combining outcome measures with an understanding of the process that produced the outcome," states Schorr, "theory-based evaluations can shed light on both the extent of impact and how the change occurred." Lisbeth Schorr documents numerous examples of research and evaluation studies using new evaluation methods that allow social scientists to observe more complex and promising programs. Schorr challenges evaluators to put less emphasis on elegant and precise statistical manipulation and more emphasis on usable knowledge. This usable knowledge will serve as critical information for B.E.S.T. to render thoughtful budget and policy direction, as well as continuous improvement strategies.

The B.E.S.T. Performance Logic Model Evaluation System is an integration of the Logic Model and Mark Friedman's Results and Performance Accountability. The B.E.S.T. Evaluation Team continues to work with B.E.S.T. grantees to design and implement this integrated evaluation system. The components of the B.E.S.T. Evaluation System are:

**Performance Measures** are divided into three categories in the B.E.S.T. Evaluation System: Effort, Effect, and Results.

### **Effort**

Effort refers to the amount of work the B.E.S.T. service providers performed for their customers.



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Inputs are the resources (staff, volunteers, facilities, equipment, curricula, and money) used to carry out the B.E.S.T. programs.

Strategies and Activities refer to how B.E.S.T. grantees actually spent time with their customers and what methods or approaches were used. The evaluation answers the following questions:

- Who were the staff providing the service?
- Who were our customers?
- What service strategies did we conduct?

Output data answer the questions:

- How much service did we provide?
- How much did the services cost to deliver?

### **Effect**

The Effect of B.E.S.T.-funded services is determined by answering the following two questions:

- Were customers satisfied with our services?
- How productive were we in building new youth developmental assets and new knowledge, skills, and/or change in attitudes in our customers? Are our youth and communities better off because of our services?

### **Results**

Population Results are about improvements to the whole population of youth in San José. Population results are not about specific programs or B.E.S.T. agencies, but rather, those results that are community-wide. Generally, these are the outcomes that voters and taxpayers can understand. Other service partners, like school districts, community-based organizations, faith-based organizations, businesses, and city and county governments influence these results. These population results are also influenced by social and economic factors. The B.E.S.T. Evaluation System does not try to determine who or what caused these results to improve or get worse. Instead, the system relies on the logic that perhaps positive changes resulted, in part, from B.E.S.T. programs. If there is no positive change then it is logical to ask why we are expending funds for B.E.S.T. For this year's beta test of the evaluation system, school success and juvenile crime indicators were used for population results.

Indicators are measures that answer the question, "How would we recognize these results in measurable terms if we fell over them?" Indicators may include the:

- Number of San José high school graduates;
- Number of San José high school graduates eligible for University of California or California State University admissions;
- Number of San José school dropouts from the prior year – grades 9th through 12th;
- Number of juvenile felony arrests;
- Number of gang related incidents;
- Number of violent juvenile hall referrals and citations;
- Number of youth sent to the California Youth Authority;
- Number of youth incarcerated in Santa Clara County juvenile facilities.

### **Theory**

Theory is the logic or reasoning behind the strategies and activities of the program. Theory also explains how these activities have an impact on the general population results and indicators. The B.E.S.T. Evaluation System relies on the accepted theory of child and youth developmental assets.

Since 1993, the B.E.S.T. Program has pioneered the use of youth developmental assets as a framework for evaluating services.

The B.E.S.T. and MGPTF have also used the theory and research of Mark Friedman, Ted Gaebler, Mark Moore, David Osborne, and Lisbeth Schorr to build a theory of change.



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# A Word of Acknowledgement

The following staff from Parks, Recreation, and Neighborhood Services and San José Police Department played a key role in coordinating the development of the Strategic Work Plan:

**Albert Balagso – Director**  
**Julie Edmonds-Mares – Assistant Director**  
**Angel Rios, Jr. – Deputy Director**  
**Dan Wax – Division Manager**  
**Mario Maciel – Superintendent**  
**Esther Mota – Community Services Supervisor**  
**Charlie Hall – Youth Outreach Specialist**  
**Philip Solis – Recreation Program Specialist**  
**Meynard Gamez -Captain San José Police Department**  
**Richelle Goede - Captain San José Police Department**  
**Larry Esquivel - Captain San José Police Department**  
**Edgardo Garcia - Captain San José Police Department**  
**John Spicer – Lieutenant San José Police Department**

The following individuals served on the Review Committee for the Strategic Work Plan:

**Jose Salcido & Khoa Nguyen – Office of Mayor Chuck Reed**  
**Chris Moore – Chief of Police**  
**Cora Tomalinas – Community Engagement, P.A.C.T.**  
**Norberto Duenas – School Safety, Deputy City Manager**  
**George Shirakawa – Board of Supervisors Member Santa Clara County**  
**Andrea Shelton – Communications Director, Public Safety and Justice Committee Staff - George Shirakawa**  
**John Porter – Superintendent Franklin McKinley School District**  
**Sheila Mitchell – Chief Probation Officer Santa Clara County**  
**Peter T. Ellis, Ph.D. – Community Crime Prevention Associates**  
**Rachel Camacho – Community Crime Prevention Associates**  
**Marco Antonio Cruz – Community Crime Prevention Associates**

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