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Salinas Comprehensive Strategy for Community-wide Violence Reduction 2013-2018



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EXECUTIVE SUMMARY

The City of Salinas and all of Monterey County has experienced extraordinary levels of youth violence over the last years. The Community Alliance for Safety and Peace (CASP) is a collaborative of core stakeholders that are working to address this issue, and have completed this comprehensive strategy for a community-wide reduction in violence.

Current research, supported by the experience of communities that have successfully reduced violence, shows that a violence reduction program must simultaneously bring together efforts in Prevention, Intervention, Enforcement, and Re-Entry. The key to making those efforts effective is the strategy that coordinates them. CASP, through the City of Salinas, takes the role of such a coordinator.

This document presents the details of our strategy, which is based on four key operating principles:

1. A single operational structure that manages action and progress.
2. Action is research and data-driven.
3. The youth are at the center.
4. There is deep and meaningful engagement with the community.

Through CASP, the City of Salinas continues to deepen its partnership with the County of Monterey, community and business leaders, youth, and other regional collaboratives and governments. Of note is the County of Monterey's development of a strategic plan for County Departments, which is coordinated by a newly established team of staff through the County Administrative Office. This will support deeper, county-wide coordination of violence reduction efforts.

This Comprehensive Strategy for Community-wide Violence Reduction 2013-2018 represents the synthesis of data, community input, and the concerns of committed stakeholders and CASP members, embodying the vision of a safe community. The document outlines both short and long-term goals, with measureable outcomes, and commitments from key persons and agencies at the community, city and county levels (see table below for goals and objectives). It seeks to reflect the issues that have been identified by a broad cross-section of Salinas residents, delineates the elements of a strategic approach, and outlines the next steps necessary to move forward.

GOALS AND OBJECTIVES OF THE COMPREHENSIVE STRATEGY FOR COMMUNITY-WIDE VIOLENCE REDUCTION

SOCIAL AND ECONOMIC CONDITIONS

GOAL I: All residents have the ability and opportunity to earn a living wage; and have access to necessary social and work support systems in order to provide for their families.

- a. Increase percentage of families able to provide children with basic needs such as housing, food and clothing.
 - b. Increase the level of adult literacy and the percentage of adults earning GEDs or other educational equivalents.
 - c. Faith communities are available to support families spiritually in time of need.
 - d. Increase access to physical and behavioral health services for those in need.
 - e. Increase participation in job skills training to prepare workers for a living wage.
-

ENGAGING AND SUPERVISING YOUTH

GOAL II: Families and the entire community promote positive youth development.

- a. Increase percentage of children and youth engaged in youth leadership and enrichment activities after school.
 - b. Intervene with youth exhibiting at risk gang-related behavior.
 - c. Increase percentage of parents and caregivers who feel supported and demonstrate discipline, caring and nurturing practices with children.
-

HEALTHY AND SAFE COMMUNITIES

GOAL III: Residents have pride in all neighborhoods; and all neighborhoods support peaceful community life and positive community engagement.

- a. Increase opportunities for residents to exercise, gather and play outdoors.
 - b. Increase area of open and maintained green space.
 - c. Increase the faith communities' connection to neighborhoods and residents.
 - d. Decrease vandalism and blight.
 - e. Decrease children's exposure to violence.
 - f. Increase community engagement and participation; and support leadership.
-

LAW ENFORCEMENT

GOAL IV: The community and law enforcement partner to create safe and thriving neighborhoods.

- a. Increase positive interactions with law enforcement by engaging community to build trust and relationships.
 - b. Decrease illegal access to firearms and ammunitions.
 - c. Change gang dynamics by influencing gang leadership.
 - d. Enhance law enforcement by using data driven approaches to reduce crime.
-

EDUCATION AND SCHOOLS

GOAL V: All youth and their families are engaged with schools to ensure academic achievement and positive youth development, in a safe environment.

- a. Increase daily attendance and graduation rates; and decrease truancy and dropout rates.
 - b. Improve school safety and prevent bullying.
 - c. Increase parent participation in children's education and schools.
 - d. Strengthen schools' collaboration with organizations that support student success.
 - e. Increase capacity of alternate educational pathways.
 - f. Improve reading proficiency levels.
-

DRUGS AND ALCOHOL

GOAL VI: Reduce the demand and supply of alcohol and drugs.

- a. Decrease the supply and sale of illegal drugs.
 - b. Decrease alcohol abuse among adults and use among youth.
 - c. Reduce preinatal exposure to drugs and alcohol.
-

These goals and objectives have been brought alive through the CASP programs, already implemented in the Salinas neighborhood of Hebron. Through the 2010-2012 SWP, four action components have been set in place, meant to provide critical services to targeted youth and families and to build trust and capacity within the community. The SWP objectives are met through the four action plan components: the Cross Functional Team, Community Policing, the Leadership Academy, and Night Walks. Once a sustainability plan has been developed, CASP will consider a re-focus of resources in another high-need neighborhood.

In the meantime, CASP will begin a systematic data-tracking component beyond the Cross Functional Team. The STRYVE program, run by the Monterey County Health Department, lays the foundation for this. In addition, through this strategy, we are providing a framework for a commitment to resource allocation, data tracking and reporting by each relevant CASP partner, allowing the collective impact of all activities to be measured against the stated objectives. In order to test the indicators, data will first be tracked within the City of Salinas before expanding into the rest of the county. Lessons learned from the evaluation of the 2010-2012 Plan are still forthcoming, and will be incorporated in this SWP over time.

I. INTRODUCTION

The City of Salinas and Monterey County have been dealing with gang and youth violence for over 50 years. Gang violence has reached a critical level, and impacts 100% of the community, be it by living near or with gang members, or as businesses that are forced to deal with the affects of negative perceptions associated with the area. Violence is a public health issue that not only impacts the individual, but the community as a whole. It is a major contributor to the deterioration of families and communities, and contributes to increases in public and private health care costs, decreases in academic achievement, and inhibits economic development in stressed communities.

The Community Alliance for Safety and Peace (CASP) is a group of City of Salinas and County of Monterey government, education and non-profit leaders who have teamed up to reduce gang violence and improve safety. In January of 2009, CASP emerged from two like-minded organizations: the City of Salinas' Community Safety Alliance and the Violence Prevention Subcommittee of the Monterey County Children's Council. A multidisciplinary team of leaders from 30+ organizations formed what is currently known as the General Assembly, which meets twice monthly to assess, plan, and implement effective strategies and share resources to build, support and sustain a peaceful community. CASP has become an effective resource for focusing youth violence prevention and intervention efforts that brings together elected officials, service organizations, workforce investment programs, housing officials, county health and human services officials, criminal justice and law enforcement officials, education leaders, business leaders, representatives of the faith community, as well as private funding organizations. The commitment and participation of CASP has been the leading factor in keeping Salinas and Monterey County focused on the priority of developing a comprehensive strategic work plan aimed at reducing gang and youth violence.

It is well understood that reducing gang violence is not a problem that can be resolved by stand-alone traditional law enforcement methods. The most proven and result-based gang reduction strategies have always included the entire Continuum of Safety: Prevention, Intervention, Suppression, and Re-Entry. In

2010, the City of Salinas in partnership with CASP and the community at-large, embarked on a process to create the *Salinas Comprehensive Strategy for Community-wide Violence Reduction 2010-2012* plan (SWP) to create a safer and healthier community. In 2013, the group again assembled a CASP Strategic Work Plan committee made up of diverse entities, including faith, government, education, probation, faith and business communities, health and non-profits, to reach out to the community and ask if the Plan remains true to their feedback and priorities of three years ago. This committee is also tasked with guiding and monitoring the implementation of the SWP. A significant difference between the development of the first iteration of the plan and the second is a broadening of target area, to include all of Monterey County. This is a result of two driving forces: 1) by necessity, as gang-related homicides, violence and crime has increased across the county, and 2) by a deepening commitment to partnership between the City of Salinas and Monterey County.

The development of this SWP has supported the solidification of working relationships among the public and private entities that are committed to the principles of CASP, including the following: Salinas Mayor and City Council, Salinas City Parks and Community Services Department, Salinas Police Department, Salinas City Code Enforcement Department, Monterey County Department of Social and Employment Services (including Workforce Programs and Child Welfare), Monterey County Health Department (including Behavioral Health and Public Health), Monterey County Probation Department, Monterey County Office of Education, Salinas Union High School District, as well as representatives from community based organizations (CBO) and faith based organizations (FBO), representatives from the City Attorney's Office, and the Judiciary, the Monterey County Board of Supervisors, longstanding agricultural business leaders, and many others. These entities, which make up the membership of CASP, span the Continuum of Safety for a holistic approach to violence reduction.

The process undertaken to create the SWP has captured the voice of the larger community, and those who are directly or indirectly receiving the services of CASP agencies. The plan incorporates stakeholder input to ensure that limited resources are effectively being deployed in the areas identified by the community as most necessary. The Comprehensive Plan incorporates smart strategies that interrupt acute violence, but at the same time addresses the factors that can lead to violence and that may prevent violence before it starts. As this Plan evolves, the SWP Committee will continue to engage the feedback from the community, their perceptions, fears, and ideas for solutions, while building on expertise of our service providers and utilizing evidence-based model practices to meet the needs as identified by the community. It is understood that this must be a living, breathing document that is flexible enough to change as the trends, patterns and identified issues change with time; and continued meaningful community engagement is the only way to be successful in this endeavor. This updated Plan remains true to the primary focus of the original SWP – to craft a bold vision supported by ambitious goals that positively impact community violence, and improves overall quality of life. The intent is to create a shift in thinking and to show that it is possible to change a community norm where gang violence is tolerated.

II. STRATEGIC FRAMEWORK

The Comprehensive Strategy for Community-wide Violence Reduction is based on CASP's four basic principles of operation, and developed around seven complementary qualities. This provides a framework for defining and implementing the goals and objectives set within this SWP to create the community-wide change we envision.

A. CASP's Four Principles of Operation

CASP operates on four basic principles that guide how it approaches its work:

1. A single operational structure that manages action and progress.
2. Action is research and data-driven.
3. The youth are at the center.
4. There is deep and meaningful engagement with the community.

1. A Single Operational Structure Based on Collaboration

Given the overlapping jurisdictions and the multiple agencies that have a stake and the ability to offer resources and expertise to address gang violence and its underlying causes, a clear organizational and governance structure is crucial to maximize our chances at success. CASP understands that Monterey County is a diverse and complex region with unique communities who have their own unique priorities; therefore, collaboration is essential if a regional impact is desired. As the county seat and the largest city in Monterey County (approximately 36% of the population reside in the city), Salinas is in a unique position to serve as the epicenter for positive transformation as it relates to youth and gang prevention and reduction in the county. Coordination of limited resources from all CASP partners continue to be strategically invested in the Salinas community with the intents to both serve as a template for other communities within the county, and that its positive ripple effects are felt beyond the city's geographical boundaries.

Although the majority of work done by CASP has been "Salinas-centric," it fully understands that gang violence is not confined within city limits. Dr. Wayne Clark, Chief of the Monterey Behavioral Health Bureau states, "If gang violence was a disease, it would be considered an epidemic." Much like an epidemic, youth and gang violence spreads out into communities throughout Monterey County in a variety of ways. Conflicts among, and in some cases within gangs, often stem from issues related to drug trafficking and sales, as well as retaliation from long-standing tensions. It is common for families to move to other communities within Monterey County in search of an escape from the gang environment of their neighborhood. This spread of gang violence throughout the large geography of Monterey County is complex, yet we know that these issues contribute to it.

Change within the City of Salinas and the County of Monterey

Significant changes have occurred within local governments that help to coordinate across these overlapping jurisdictions. For example, the City of Salinas in response to residents, businesses, the faith community and feedback from the original SWP, the Salinas City Council, led by former Mayor Dennis

Donohue and current Mayor Joe Gunter, created the city's first ever Community Safety Division (CSD) located in its Administration Department. The CSD is composed of three full-time employees, including an assistant, a Community Safety Program Manager and a Community Safety Director that reports directly to the City Manager. CSD staff is appointed to staff CASP, and runs programs such as the Leadership Academy.

Since CASP's inception, Monterey County has dedicated staff, including Board Supervisors, Department Directors and Bureau Chiefs from various departments to the efforts of CASP. Supervisors Fernando Armenta and Jane Parker are active members of CASP and continue to urge community involvement as an essential component in both CASP and countywide efforts.

In 2012, Monterey County launched a strategic planning process to examine how to align the county's investments for maximum effectiveness in reducing gang violence. The strategies being pursued are:

- Declare gang violence a top county priority
- Create and fund a dedicated Gang Violence Prevention Coordinator position and convene an interdepartmental Gang Violence Prevention Workgroup
- Engage all relevant county departments in an integrated action planning process
- Design and launch a countywide public health campaign to reduce gang violence
- Evaluate strategies on an ongoing basis

The City of Salinas and CASP and County of Monterey are committed to an ongoing partnership to reduce and prevent gang violence in our community. For the first time, the County has multiple, top-level staff dedicated to coordinating its own activities related to gang violence prevention and coordinating its collaborative efforts throughout the area. This give CASP staff a single point of contact at the County level with, which will allow more efficiency and synergy in the City/County partnership.

Deeper and Broader Community Partnerships

Many CASP partners represent jurisdictions that extend beyond the City of Salinas to all of Monterey County, and have applied the collaborative principles of CASP towards violence prevention and intervention in their own regions. An important example of collaboration beyond city boundaries is CASP's close relationship with the "4 Cities for Peace" (4C4P) collaborative that represents the four major cities in South Monterey County: Gonzales, Soledad, Greenfield and King City; and the Blue Ribbon Committee in Seaside. Both of these regional collaboratives have the Monterey County Health Department (Behavioral Health), Probation, District Attorney, Social Services, respective city Police Departments, elected officials, faith community and grass roots organizations working together to reduce gang violence in their communities.

Over the last few years, CASP has successfully engaged more deeply with the business community, in particular building a closer relationship with leaders in the agricultural community, including through membership and business roundtables to educate employers on the pervasiveness and effects of gang activity.

Organizational Capacity Assessment and Improvements

In 2012, CASP engaged a Monterey Institute of International Studies (MIIS) student consulting group to

conduct an organizational capacity assessment. Many of the recommendations have been adopted, including the creation of a new governance structure. Overarching policy issues and intergovernmental discussions are the responsibility of the new Board of Directors, while the Executive Committee is responsible for the ongoing business management of CASP and acts in the name of the full General Assembly when it is not in session to deal with urgent matters that require immediate action. The General Assembly, formerly called the Steering Committee, networks, coordinates, connects, plans and engages with the larger community to reduce youth and gang-related violence. Diversity of leadership and inclusion of critical stakeholders is achieved by appointing the Mayor of Salinas and a Supervisor from the County Board of Supervisors as co-chairs of CASP and by ensuring that all members of the General Assembly have the ability to nominate and vote for the remaining ten to thirteen board members. The City/County co-chair partnership reinforces CASP's commitment to supporting countywide change.

The MIIS organizational capacity assessment also recommended to include intentional networking and trust-building activities into the General Assembly's meeting agendas. Based on that recommendation, CASP has been able to integrate facilitated small group discussions and other activities into its meetings, and which was the method used to get greater membership input, beyond the SWP committee, into this Plan.

2. Data-Driven Action

Data must be used in new ways to most effectively leverage limited resources. Data sources include, but are not limited to: local programmatic level data collected by members of CASP as they deliver and evaluate their service; resident level data collected and reviewed during the community meetings through survey's and discussion groups; best-practice level, from a review of models used nationally and locally; data from the 2009-2012 Comprehensive Plan evaluation at both the CASP programmatic and process levels; and third party data and reports, such as state or institutional reports.

One of the greatest challenges CASP faces is the ability to collect and analyze data in a holistic way that can demonstrate impact. In collaboration with CASP partners, the City of Salinas is leading an assessment of emerging data sharing technologies and business intelligence models that are relevant to youth violence prevention and intervention. Realizing and tracking the goals and objectives described in this SWP will be greatly enhanced by such data sharing technology and matching process.

Local Data Review Used to Inform Comprehensive Plan

Review of existing research and data about the community needs, best practices and evidence-based programs have assisted the City as it develops its Comprehensive Plan. The following sources were utilized to define the problem and relevant solutions in the development of this plan¹: community listening sessions throughout the different zip codes in the city; visual tables listing goals and measureable objectives where strategies were decided in collaboration with community members; "Understanding Environmental Factors that Affect Violence in Salinas, California," an unpublished

¹ Other reports and plans studied and reviewed include the following: Youth in Focus – 2009 OET Youth Employment Research; Salinas Valley Economic Development Strategic Plan of 2009; Fresh opportunities in the new economy (2009) Rocky Mountain Institute report; Partners for Peace Framework for Violence Prevention – 2001; and, Violent Injury Prevention Partnership plan (1994).

thesis, created by professors and students from the Naval Postgraduate School (NPS), whose study points to key factors to reduce violence in Salinas that must be addressed for a higher probability of success.

According to the NPS study, the five issues that will have the greatest impact on violence reduction are the following:

- Reduction of the unemployment rate
- The number of vacant housing units
- The high school dropout rate
- Increase the high school graduation rate
- Increase average daily attendance in schools

These issues were taken into consideration when developing the SWP goals and objectives.

Individual agencies use data to identify which youth and families to focus on for service delivery are a rich source for CASP. Examples of how data is used are: number of students with low test scores receive extra instruction; patients with diabetes are eligible for chronic disease programs; and, law enforcement targets certain groups of offenders for programs like Operation Ceasefire. Coordinating these types of efforts is essential to ensure that those who can most benefit from services receive those services. The CASP Cross Functional Team are sharing and using this type of data when working with youth and families in the pilot neighborhood of Hebron in Salinas, which contributes greatly to their success in helping those with the highest risk of committing violent or criminal acts. Their efforts would be enhanced through a more strategic and technically supported data collection and sharing process, and could in turn be a test-site for data-sharing software before implementing new technology CASP-wide.

Best Practices Data Review Used to Inform Comprehensive Plan

Other organizations, entities and cities have had, and continue to have similar issues of youth and gang violence in their communities and have drafted processes and plans to address this problem. Those plans have demonstrated to be successful and sustainable, as such, the SWP Committee studied and incorporated key components of the following documents: the Office of Juvenile Justice and Delinquency Prevention (OJJDP) Continuum of Safety, which advocates of the four pillars of Prevention, Intervention, Suppression and Re-Entry; and the “Mayor’s Gang Prevention Task Force Strategic Work Plan: 2008-2011” used in the neighboring City of San Jose.

Furthermore, the SWP Committee reviewed existing gang and violence prevention models that currently are being used in our local area, those include the following: Monterey County Joint Gang Task Force; Monterey County Probation Silver Star Program; 2nd Chance Family & Youth Services; as well as suppression models such as Operation Ceasefire, Operation Knockout and Operation Snake Eyes.

3. Youth at the Center

Youth are at the heart of gang and youth violence as both perpetrators and victims. A recent study concluded that Monterey County ranked number one two years in a row (2009 and 2010) in homicide victimization for youth between the ages of 10-24 in California and that its young people suffer nearly

three times the overall state rate for the same age range.² This is especially alarming given that youth ages 19 and under, make up 35 percent (approximately 50,000) of the City of Salinas' population. The average age for joining a gang is 12 to 14 years old;³ and with Salinas' deeply entrenched gang structure that age may be even younger. The median age of homicide victims in 2009 was 20 years old. The median age for 2010 is trending even younger with the shooting death of a 14 and 15 year-old, and the unintended 6-year old victim earlier in the year. The death of a teen is a great loss indeed, but an even greater loss when viewed in terms of years of life lost and the loss of future productivity. Youth engaging in gang violence start early on a path that leads to incarceration and for many, a life in and out of prison, which not only diminishes their future contributions, but incurs significant costs to society.

However, services directed solely at youth would not solve the problem of gang violence. To understand and address gang violence, youth must be seen in the center of a series of socio-ecological influences, expanding from their family, out to schools and to the larger community. Strategies must address youth and the larger influences surrounding the individual choices they make. The overarching strategies of Prevention, Intervention, Suppression, and Re-Entry must be employed from the perspective of their influence on youth, even as they expand to the people and systems that surround youth. With youth at the center, this plan recognizes the importance of preventing gang violence, as much preferred to the costly challenges that intervention and rehabilitation present.

In order to better bring the youth voice into CASP's work, it will seek to connect more directly with youth during its planning and implementation process. At this time, the Board is considering adding a youth council to CASP.

4. Deep and Meaningful Community Engagement

Community and key stakeholder involvement/input is essential to the accomplishment of this Comprehensive Plan. Without the participation, engagement, and buy-in from the community, the City and its CASP partners understands the SWP would be unsuccessful. Community involvement is critical throughout all stages of the Comprehensive Plan, from the initial building of the foundation, to providing input into the final draft. To that end, the SWP committee embarked upon an extensive community outreach process, dubbed "listening sessions," to capture the rich, diverse segments of our community. During the first community engagement process in 2010, CASP and key partners with strong roots and credibility in different neighborhoods facilitated discussions that answered six uniform, purposely open-ended questions:

1. What is happening and what are you seeing in your community?
2. What are some ideas, recommendations and possible solutions for our neighborhoods?
3. What new services do you need?
4. What positive things do you see in your community?
5. Who do you think are the leaders in your community?

² California Department of Justice Supplementary Homicide Report (SHR) released by Violence Policy Center. "Lost Youth: A County-by- County Analysis of 2009 and 2010 California Homicide Victims Ages 10 to 24," unpublished.

³ Wyrick, Phelan. *Gang Prevention: How to Make the "Front End" of Your Anti-Gang Effort Work*. United States Attorney's Bulletin, May 2006, Vol. 54, No. 3, pp.52-60.

6. What can you do to help prevent gang violence?

These same questions were asked throughout the city to groups ranging from middle and high school students to parent groups, senior citizens and neighborhood associations. The purpose of asking such open-ended questions was to encourage honest dialogue and have people share their thoughts without feeling there was a “right answer” that was required from them.

In 2013, community outreach and engagement for updating the SWP took place in six different areas in the City of Salinas to capture the feedback and realities of community members: Salinas Neighborhood Council in south Salinas; Northridge Mall in north Salinas (where people from all over the county shop); at a General Assembly CASP meeting; St. Mary’s of the Nativity Church in east Salinas; Hebron Family Center in east Salinas with additional attendance by members of the resident Leadership Academy; and at the Breadbox Recreation Center in east Salinas, where over 45 young people were in attendance and provided critical feedback. Amongst some of the top strategies suggested by community members was the need to have more after-school activities and opportunities for youth, more parenting classes/workshops and reduction of vandalism and blighted neighborhoods.

B. Qualities of the Comprehensive Plan

It became apparent during the development of this document that the final SWP, as is true of successful models that were examined, will need to be:

Transparent – The Plan must include measures of transparency and openness to the community, as true partners, about the progress of the planning process.

Flexible and Scalable – The Plan must be designed so that it can respond to the changing dynamics of the gang activity, and the changing resources that are available to us. The plan must be designed in such a way that it can grow to support emerging needs, and used by neighboring jurisdictions throughout the county.

Coordinated – The Plan will utilize resources from a number of different agencies including the city, the county, the School System, CBOs and FBOs. The delivery of these resources must be coordinated so as to best meet the needs of the individual receiving services, as well as to ensure best use of limited resources.

Data Driven – The Plan will use data to most effectively leverage limited resources, and to best identify which kids and families to focus services on. Data will help redirect law enforcement’s attention during times and in areas where problems are likely to occur. Data will also enhance coordinated efforts between agencies and will be conducive to achieving desired outcomes.

Realistic yet Visionary - The Plan must recognize the realities and challenges facing our community (underlying causes of gang violence, limited resources, etc) yet envision and build towards a future of a peaceful community.

Evidence-Based - The Plan, while incorporating the feedback of the community, must be founded on proven, evidence-based models for addressing violence, especially gang-related violence. (e.g. Juvenile Justice Crime Prevention Act (JJCPA), City of San Jose Mayor’s Gang Prevention Task Force, and UNITY Prevention).

Systemic - The Plan must focus on how to more effectively utilize the resources that we have and that we may expect to have in the future. We must consider how to invest additional resources in ways that build our capacity, infrastructure, and collaborative efforts.

III. PROBLEM STATEMENT

According to local law enforcement, Monterey County has the estimated 5,000 certified and affiliated gang members, with approximately 3,000 of these living in the City of Salinas. There are approximately 71 gangs countywide, with 16 street gangs and 2 prison gangs in Salinas. Monterey County has two California State Prisons, the Salinas Valley State Prison and the Correctional Training Facility. Both are approximately 30 miles south of Salinas, which contributes to local gang problems.

Gang associates and family members often to move to cities like Salinas to be close to incarcerated gang members. This has led to multigenerational and intergenerational sibling gang members in communities such as East Salinas. It should be further noted that gang recruitment begins with elementary school children. Gangs in Salinas align and identify with either “Norteño” (Northerners, who identify with the color red) or “Sureño” (Southerners, who identify with the color blue), both of which are predominantly Hispanic gangs. Norteños and Sureños are rival gangs. The Nuestra Familia (NF), a notorious prison gang formed in the Correctional Training Facility in Monterey County in the mid-60’s, controls Norteño gang activity. For many years, Salinas has been headquarters to the NF, which still has a strong influence on the criminal activities committed by gang members in the community. La Eme, or the Mexican Mafia, is the Southern prison gang and, similarly to the NF, dictates and directs the activity or Sureño street gang activity. Recent intelligence reports indicate an increase in Sureño gang members coming to Salinas from Southern California. A homicide is classified as gang-related based on investigators’ assessments that the suspect or victim were gang members, or that the nature of the crime is unique to and typical of gang activity. For the past 3 years, 85.7% of homicides in Salinas were gang-related.⁴

At community forums in East Salinas in 2007 and 2013, community members speak about the negative impact of gangs in their community. Many spoke of random acts of violence instilling a sense of fear in residents, who are reluctant to cooperate with police for fear of retaliation from gang members. Youth have shared of knowing at least 1 gang member growing up in an area lacking in after-school activities. All agreed that there are not enough intervention services to contact youth and redirect them into positive alternatives to gangs (which indicates lack of important community protection factors: available recreation activities, opportunities for community participation, presence of caring, supportive adults in community). Youth mentioned being afraid to wear red or blue for fear of being mistaken for a gang member. In East Salinas alone, 68% of suspects of violent crime were 24 years and younger, 92% of the suspects were Hispanic, 66% of victims of male, 92% of victims were Hispanic, whereas 17.9% of victims were younger than 18 years of age—an incidence of about 4 per 1000 population under 18 years of age and 45% were 24 years of age and younger. This data points to the high risk of youth adults in victimization as well as close correlation with demographics of crime suspects.⁵

The six most significant problem areas contributing to gang violence in Salinas were identified in the community listening sessions, drawn from the California Endowment’s “Building Healthy Communities”

⁴ City of Salinas Police Department. 2009 Special Crime Report.

⁵ Salinas Police Department Calendar Year 2008 Report Records on incidents involving personal crimes—felonies—in 93905.

Initiative process, from research, and through the SWP committee's development of measurable outcomes. The community's observations and the measurable outcomes accompanied by associated risk factors are remarkably consistent with the research on gang activity, especially as aggregated by the OJJDP and by the NPS thesis study cited above.⁶ The major goals were formulated to address the six critical problems, or "focus points," as identified by the community. Those six critical focus points are: 1) social and economic conditions; 2) engaging and supervising youth; 3) healthy and safe communities; 4) law enforcement; 5) education and schools; and, 6) the impact of drugs and alcohol. These focus areas remain the most significant contributing factors three years later in 2013, just as they did in 2010.

A. Social and Economic Conditions

The community described a number of socio-economic factors that they believed are related to gang violence: Poverty, racism, homelessness, a bad economy, lack of funds for education, prostitution (including children), poor schools and teenage pregnancy. A review of the research done in this field supports the community's recognition of these socio-economic factors. The OJJDP cites the prevalence of "economic deprivation" in a community as a risk factor for problem behavior and joining a gang. Poverty and higher unemployment are measurable indicators of poor economic conditions.⁷ The Census Bureau's American Community Survey estimated the child poverty rate for Monterey County to be 26.5% in 2009 –this compares to a statewide rate of 19.9% and a national rate of 20%. Monterey County's unemployment rate also exceeds national and state averages –the unemployment rate for Monterey County was 11.9% in 2009, compared to a statewide rate of 11.3% and a national rate of 9.3%. In terms of housing, Clark and Onufer (2009) found that the number of vacant housing units and housing units per capita were significantly correlated with increases in gang violence.⁸

1. Living in Poverty

Although no community is untouched, the epidemic of violence and exposure to violence does not play out equally across the county. Poverty is a greater problem for ethnic minority groups that have historically been subjected to political and cultural trauma in this country and in their family's country of origin.⁹ Compounding the problem, families in economically disadvantaged communities typically lack the resources needed to protect their children. Poverty includes limited health care, poor nutrition, lack of screening for early detection of learning disabilities, and mental health needs. All these factors are likely to negatively impact a child's probability of achieving academic success as research shows that poverty has adverse effects on the ability of many children to develop cognitive capacities.¹⁰ As a result, impoverished children oftentimes become disenfranchised adults due to their unaddressed social, emotional and psychological needs leading to academic failure and the inability to self-sustain, let alone sustain a family once they have reached adulthood. This is a seemingly never-ending cycle that perpetuates across generations, making a life of crime and gang involvement fiscally attractive.

⁶ Office of Juvenile Justice and Delinquency Prevention, Model Programs Guide. http://www.ojjdp.ncjrs.gov/mpg/mpg_prevention_risk_factors.aspx Accessed August 24, 2010.

⁷ Id.

⁸ Clarke JA and Onufer TL. "Understanding Environmental Factors That Affect Violence In Salinas, California." (unpublished thesis) Naval Postgraduate School Monterey CA.

⁹ *Report of the Attorney General's National Task Force on Children Exposed to Violence*, December (2012), p.34.

¹⁰ Graber, J.A., and Brooks-Gunn, J. Transitions and turning points: Navigating the passage from childhood through adolescence. *Developmental Psychology* (1996) 32, 4:768–76.

Malec (2006) recognizes the effect of cultural discrimination on Latino adolescents who “find themselves in a position of socio-cultural disconnection, stranded between the traditional Latino culture and the dominant mainstream culture.”¹¹ In 2011, according to the US Census Bureau, the Monterey County population is 52.1% Latino as compared to 38.1% in California.¹² According to city-data.com, the percentage increases to 75% Latino population in the City of Salinas, many of whom are monolingual Spanish speakers or bilingual in English and Spanish. The population of youth under 18 years of age in Monterey County who are Latino is 72.6%. Problems in neighborhood schools, such as low achievement and inadequate school climate also increase the risk of gang involvement. The data below from the California Standards Tests shows how well students are doing in learning what the state content standards require. These tests include English/language arts, mathematics, science, and history/social science in grades nine through eleven. Students’ scores are reported as performance levels. Results from the California Modified Assessment and California Alternative Performance Assessment (CAPA) are also included.¹³ The table below includes the percentage of students achieving at the Proficient or Advanced level (meeting or exceeding the state standards) for the most current three-year period. It should be noted that many of student’s challenges are the direct result of the broader social and economic context experienced by youth in the community.

Subject	SCHOOL			DISTRICT			STATE		
	Percent Proficient or Advanced			Percent Proficient or Advanced			Percent Proficient or Advanced		
	2010	2011	2012	2010	2011	2012	2010	2011	2012
English/ Language Arts	44%	50%	51%	37%	39%	41%	52%	54%	56%
History/ Social Science	42%	52%	52%	33%	38%	40%	44%	48%	49%
Mathematics	22%	26%	23%	23%	23%	22%	48%	50%	51%
Science	50%	48%	56%	56%	52%	52%	54%	57%	60%

2. Beneath Underlying Risk Factors

Community identified socio-economic factors stem from macro level disparities within underlying social factors such as institutions, economic and political systems that can, and sometimes are, conducive to inequalities in wealth, employment, adequate housing, education, opportunities, access to green and open space (parks), transportation and pedestrian safety in both urban and rural areas. A basic need such as shelter or housing also plays a significant role in a child’s overall health and well-being with lasting impact on education, health and social-emotional status.

According to the Salinas City School District Family Resource Center, in the 2011-2012 school year for students in grades K-12, there were 5,144 students in Monterey County identified as homeless. This is an increase from 3,587 students in the 2010-2011 school year. Of those statistics, 2,838 students (2011-2012) and 1,704 (2010-2011) are students within the eight school districts located in Salinas.

Homelessness affects a student’s ability to succeed in school due to high rates of absence, inability to concentrate or focus on studies. Not to mention, poor nutrition and health including fatigue and unmet

¹¹ Malec D. Transforming Latino Gang Violence in the United States. *Peace Review*, Volume 18, Issue 1 January 2006, pages 81 – 89.

¹² U.S. Department of Commerce, US Census Bureau, Monterey County, California (2010).

¹³ STAR results, Spring 2012 test cycle, as interpreted and published by CDE unit responsible for School Accountability Report Cards.

medical and dental needs. Social and emotional health is also impacted as the child tends to take on the role of a parent, worrying about basic needs resulting in difficulty socializing and building relationships with others and difficulty in regulating emotions therefore often ‘acting out’ and exhibiting behavioral issues. Teen parenthood and sexual activity at the individual level are both risk factors associated with gang affiliation. In 2011, close to 10.6% of all births in Monterey County were of mothers ages 15-19 years old.¹⁴ In Salinas, nearly 12% of all births were to teens,¹⁵ compared to 7.6% statewide.¹⁶

As we analyze risk factors and contributing factors in youth involvement in gangs, disparities are clear in various aspects of our communities across Monterey County. A most prominent factor is that most individuals who become entangled in gang life traditionally come from poor and disenfranchised communities of color. What gangs have to offer will most often fulfill social, emotional and economical needs in a rapid and seemingly effortless manner as oppose to traditional pursuits for education and stability. Such involvement leads youth to further risk behaviors creating a pathway that takes a youth from the “cradle to incarceration” versus the desired “cradle to college and career” pathway.

B. Engaging and Supervising Youth

Unsupervised and disengaged youth contribute to gang violence in a number of ways. Both the community residents and the research recognize that a lack of out-of-school activities and family problems result in more unsupervised and disengaged youth. Research suggests that high school students who spend more unstructured time, hanging out with peers, and frequently in the absence of parental or adult supervision, are more likely to engage in criminal behavior.¹⁷ Through thorough engagement with the community, a number of family problems were identified that contributed to gang involvement in Salinas: parents not at home to supervise their children, a lack of parenting skills, violence in the home, generational gang involvement, parents’ alcohol and drug use and limited access to services as a result of being undocumented. These family risk factors are broadly recognized by OJJDP in their Model Programs Guide.

C. Healthy and Safe Communities

Environmental design and urban planning influence gang violence and contribute to residents not feeling safe to walk their streets. Community participants referred to blighted conditions including unsafe buildings, empty lots and abandoned homes. The lack of street lighting has been cited by residents in several surveys, most notably one administered by the grass-root organization Neighbors United at neighborhood block parties. East Salinas is an area of very high density, with little green space, which may also increase rates of violence. The goals and objectives tables developed by the SWP Committee noted that retail access to guns, alcohol and gang paraphernalia contributed to a more violent community. OJJDP recognizes a number of similar community risk factors, including availability of alcohol, drugs, firearms; and physical conditions such as poor external appearance of housing, code violations, blight, vandalism and graffiti.

¹⁴ “2009 Monterey County Birth Outcomes” Report, Monterey County Health Department Public Health Bureau, Epidemiology and Evaluation Unit, June 2010, page 3.

¹⁵ Monterey County Health Department, 2011 Monterey County Birth Outcomes

¹⁶ State of California, Department of Public Health, Birth Records, 2011

¹⁷ Newman, SA, Fox, JA, Flynn, EA, Christeson, W, *America’s After-School Choice: The Prime Time for Juvenile Crime or Youth Enrichment and Achievement*, Washington DC 2000.

D. Law Enforcement

The community expressed a need for more peace officers, along with improvements in the quality of policing. Comments regarding the quality of policing identified a perceived need for more ethical, trustworthy and respectful officers. Community policing was also cited as a strategy effective in gang violence prevention. Distrustful relationships result in an unwillingness to provide information necessary to solve crimes.

The SWP Committee discussed issues with police response, linking it to out-of-date technology, understaffing and deployment strategies that are not data-driven. The United States Department of Justice and the International Association of Police Chiefs recommend 1.9 officers per 1000 residents for cities with populations between 100,000 to 249,999.¹⁸ According to Police Chief's report to the Salinas City Council, the city has 0.97 officers per 1000 residents, dangerously less than the recommended number for the city's population of approximately 150,000. Trust and partnership between law enforcement and the community is critical to reach the vision of a City at Peace, given the history of and present state of the gang and youth violence problem in Salinas.

E. Education and Schools

Participants in community listening sessions frequently mentioned the need to improve education and schools. Comments included the need for more schools, including college preparatory programs and adult schools. The community also stressed the need for safer schools, more school resource officers and more campus probation staff. However, one of the most frequently mentioned topics was the need for parental education; parents wonder what is expected of them in the educational process and wanted more information for topics such as their child's education rights, explanation of various State-mandated testing requirements and clarification of graduation requirements. They also expressed their interest to increase their involvement in this process. They stressed the need for schools to be used as "community hubs/centers" utilizing the facilities for community-organized events. A popular idea presented is to offer activities and services at school facilities outside of normal operating hours. Another factor that needs to be addressed is the environment of the schooling itself and emphasizing the importance of training and resources that schools and teachers need to ensure a safer and more productive learning environment.

These identified shortfalls were linked to a lack of funding, truancy, poor student achievement, high drop-out rates, poor learning environments and dysfunctional leadership. The OJJDP again supports the community's observations, by identifying a category of risk and protective factors related to the school. The individual factors cited in the Model Program Guide are related to school attendance, performance and attachment.

F. Drugs and Alcohol

Substance abuse and youth access to alcohol and drugs were repeatedly mentioned during the community listening sessions and meetings. Substance abuse was linked to increased crime, diminished inhibitions,

¹⁸ U.S. Dept. of Justice Report on "Local Police Departments 2007," 2010. IACP, Research Center Directorate Perspectives.

and a form of self-medication for mental illness. Gangs rely on revenue from drug sales and are willing to fulfill the demand for illegal drugs. Violence often erupts when “taxes” are not paid to gang leaders for the sale of drugs in a certain neighborhood. In an area of high unemployment and underemployment, the sale of drugs offers a lucrative alternative. The community’s observations, as well as those of the SWP Committee are strongly supported by the OJJDP. Their literature cites the availability of alcohol and drugs as indicated by neighborhood alcohol sales, trends in exposure to drug use and perceived availability of drugs in a given neighborhood. The numbers of adult drug and alcohol-related arrests, including traffic fatalities serve as indicators of a community at risk of higher juvenile gang membership.¹⁹

IV. CHARTING SUCCESS THROUGH GOALS AND OBJECTIVES

A. Vision, Mission, and Commitment to Prevention

The vision guiding this SWP is to build “A Peaceful Community.” Through the plan, CASP and the City of Salinas will reach its mission: to reduce gang and youth violence by addressing the underlying causes.

CASP believes that having a healthy and safe community must be a priority to everyone from day one. While most community members are not involved in gangs or youth violence, we are all affected by it directly or indirectly. In order to create the kind of change Salinas and Monterey County needs, CASP has made a commitment to moving our community as a whole in a healthy direction through its Prevention Committee. This commitment to Prevention does not diminish the importance of the pillars of Intervention, Suppression, and Re-Entry in our approach to violence reduction; it merely acknowledges that prevention has traditionally been under recognized in its direct, cost-savings role in creating a healthier, safer community. CASP understands that a dollar invested in prevention efforts can save many-fold more dollars in the future in costly Intervention, Suppression and Re-Entry activities.

CASP members collaborate to offer a comprehensive, intervention, re-entry suppression programming often through County offices. Intervention efforts are led by alternative education programs through the Monterey County Office of Education and probation in conjunction with community based organizations (CBO’s). Second Chance Youth Program outreach workers and Partners for Peace use real time boots on the ground intervention to reach youth in the parks, streets and neighborhoods of Salinas. The county has partnered with CBO’s that specialize in re-entry to create a hub of services for newly released offenders. There is renewed wide spread support of re-entry services thanks to California’s passage of AB-109. In the arena of suppression the Salinas Police Department has developed excellent partnerships with County, State and Federal law enforcement agencies to conduct large scale operations that target the most violent criminals on our streets.

Gang violence prevention occurs when community members care about, support and invest in youth and families. This happens all over Salinas every day—when families eat dinner together, when kids play soccer in the park, when libraries offer story time, when store clerks greet teenagers and when neighbors get to know each other. It’s about Salinas being a place where all children and youth thrive and have access to the supports, services and opportunities they need to succeed and develop optimally. Although prevention does not only include services, there are a broad range of services offered by the city and its partners that contribute by providing opportunities for residents to build a healthier, safer community.

¹⁹ Office of Juvenile Justice and Delinquency Prevention, Model Programs Guide. http://www.ojjdp.ncjrs.gov/mpg/mpg_prevention_risk_factors.aspx Accessed August 24, 2010.

Salinas Comprehensive Strategy for Community-wide Violence Reduction

A few examples of the current efforts around prevention in Salinas are shown in the below table:

DEPARTMENT OR SECTOR	PROGRAM EXAMPLE
Education	Positive Behavioral Interventions and Supports (PBIS), Alternative Education
Health	Women, Infant, and Children (WIC) Nutrition program, pre and postnatal care, health centers, behavioral health services
Faith	Church and literacy programs, and community involvement, including Night Walks
Early Childhood Development	Quality early care and education, playgroup programs, parenting programs, home visits, family resource, information and referral centers
Libraries	Literacy programs, public venues for community gatherings, books and research, homework centers, Internet access, social justice and youth leadership programs
Parks & Recreation	After school programs, neighborhood resource centers, open spaces, playgrounds and sports leagues
Public Works & Planning	Walkable communities, urban design to promote neighborhood connections
Social Services	Food subsidies, health care, employment support, CalWorks, subsidized housing

In 2012, Monterey County Children’s Council launched “All Kids, *Our Kids*,” a countywide movement dedicated to building stronger, more resilient children and youth by creating positive, caring and supportive schools and communities through positive youth development. Positive Youth Development is a research based framework that has been embraced by schools, communities, organizations and social service providers across California to promote school and community collaboration and change the ways adults interact with youth. *Caring relationships, high expectations and opportunities for meaningful participation* are the three common sense principles that guide this work. Research shows that when children and youth experience these three critical “assets” amongst their peers and in their home, school and community, they are more likely to succeed academically and less likely to engage in risk taking behaviors.

Additionally, the Children’s Council also launched the Early Childhood Development Initiative (ECDI) as a catalyst for the community to work together as a whole to ensure that young children, from the prenatal stage through age 5, have what they need to succeed in school and life. The ECDI seeks to preserve and expand funding and to support legislation that promotes the physical health, social, and emotional well-being and the fulfillment of basic needs essential to positive early childhood development. In alignment, the Monterey County Board of Supervisors chose Early Childhood as one of the county’s legislative priorities for the year.

Through its Prevention Committee, and the extensive web of partners in the community, CASP works to support the prevention efforts currently underway in the city and integrate its programming where possible.

B. Goals and Objectives

In response to the community’s identification of the six critical focus points as discussed above, the SWP committee developed measureable outcomes, and reviewed existing data, research and models that assist

in mapping root causes and possible solutions for each of the critical points. In order to test the validity and feasibility of the stated objectives under each goal, CASP will begin collecting and monitoring data only within the City of Salinas during the initial phases of implementation. Expanding the geographic region will be taken into consideration after a perfunctory evaluation and analysis of the collection process, indicators, and actual data collected.

1. Critical Focus Areas, Goals, Objectives and Community Partners

The current SWP covers the period of 2013 to 2018. Progress on achieving the objectives will be measured five years after the baseline year, in 2015 then again in 2018, marking the end of the current strategic work plan period. The year 2010 was chosen as the baseline year for all data for the purpose of calculating rates, as coinciding with the decennial census.

The Salinas Comprehensive Strategy was developed with community input, a review of the literature on violence reduction and through the expertise of CASP's multidisciplinary membership. Community input was gathered during 21 listening sessions in 2010 and additional sessions to update residents, were held in 2013. From this process the risk and protective factors shown to be most relevant to violence in Salinas were identified. These factors are the drivers behind each objective and the basis for measuring progress. The risk factors are underlined in the measurement description that follows each objective.

Community partners are those agencies serving Salinas and Monterey County that have the potential to impact various identified objectives. Agencies were encouraged to identify no more than three objectives that are most closely aligned with their mission and program goals. The Community Foundation for Monterey County and the United Way of Monterey County provide extensive support for many of the agencies working towards the objectives laid out below.

2. Risk and Protective Factors

Risk factors increase the likelihood that violence will occur, while protective factors reduce or mitigate the risk. STRYVE, a Center for Disease Control funded project in Salinas (run through the Monterey County Department of Health), identified these risk and protective factors as having the greatest impact on violence in Salinas. The implementation of strategies shown to influence these factors and based on the best available evidence will help prevent future youth violence. Both risk and protective factors were taken into consideration in developing the focus areas, and objectives under each goal.

Salinas Comprehensive Strategy for Community-wide Violence Reduction

RISK FACTORS		PROTECTIVE FACTORS
Academic failure	Exposure to violence	Emotional and cognitive competence: self-esteem, coping skills, problem solving skills
Inadequate after school engagement	Family dysfunction	Meaningful opportunities for youth participation
Bullying	Firearms	Parent/Family connectedness - <i>familismo</i>
Community instability/deterioration	Gang affiliation	Relationships with caring adults (other than parents)
Drug and alcohol access and use	Inadequate school readiness and students reading level below grade level	Religiosity
Challenges to early childhood development	Limited parenting skills and support	School connectedness
Early delinquency, ages 6-11yrs	Psychological conditions	
Economic deprivation and lack of jobs	Unsafe school environments	
Environmental design that limits health and safety	Truancy, dropouts	

Critical Focus Area 1: Social and Economic Conditions

Goal I. All residents have the ability and opportunity to earn a living wage; and have access to necessary social and work support systems in order to provide for their families.

<p>2. Increase percentage of families able to provide children with basic needs such as housing, food and clothing.</p> <p><i>Positive <u>economic development</u> will be measured by a decrease of approximately 2% in the percent of all families living below the federal poverty level in the past 12 month period,²⁰ from 19.7% in 2010 to 17.7% in 2015.</i></p>	<p>Community Partners</p> <hr/> <p>Department of Social Services, Housing Authority, Red Cross, Salinas City Elementary School District Homeless Resource Center</p>
<p>2. Increase the level of adult literacy and the percentage of adults earning GEDs or other educational equivalents.</p> <p><i>Literacy, measured by the percent of those 25 years and over who are high school graduates (includes equivalency) or higher, will increase by approximately 2%, from 62.5% in 2010 to 64.5% in 2015.²¹</i></p>	<p>Literacy Campaign</p> <p>Salinas Union High School District, Monterey County Head Start, Peacock Acres, Rancho Cielo – John Muir Charter School</p>
<p>C . Faith communities are available to support families spiritually and in times of need.</p> <p><i>[Data does not currently exist. Survey at least 50 of the 84 churches in Salinas to determine levels of assistance provided.]</i></p>	<p>Faith community, Marketplace Meets Mission</p>
<p>2. Increase access to physical and behavioral health services for those in need.</p> <p><i>Decrease the percent of the Salinas population that is uninsured by approximately 6%, from 26.0% in 2010 to 20%, in 2018.²²</i></p> <p><i><u>Psychological conditions</u>, measured by the percent of ninth grade students who report depression-related feeling at SUSHD, will decrease by approximately 3% from 34% in 2009-2010 to 31% in 2015.²³</i></p>	<p>Monterey County Health Department, Behavioral Health, Department of Social Services, Harmony at Home, COPA</p>
<p>E. Increase participation in job skills training to prepare workers for living wage employment.</p> <p><i>Positive <u>economic development</u>, measured by a decrease in the unemployment rate of those 16 to 19 years by approximately 1% from 30.5% to 29.5% in 2015; and a decrease in the unemployment rate of those 20 to 24 years by approximately 2% from 17.4% to 15.4% in 2015.²⁴</i></p>	<p>Monterey County Economic Development, Workforce Investment Board, Hartnell College, Rancho Cielo, Taylor Farms, Housing Authority, Turning Point, Heald College, Department of Social Services</p>

²⁰ 2010 American Community Survey 1 year Estimates.

²¹ California Healthy Kids Survey, Salinas Union High Secondary 2009-10 Main Report.

²² California Department of Education, DataQuest 2009-10.

²³ California Healthy Kids Survey, Salinas City Elementary 2009-10 Main Report.

²⁴ Id.

Critical Focus Area 2: Engaging and Supervising Youth

Goal II. Families and the entire community promote positive youth development.

<p>A. Increase percentage of children and youth engaged in youth leadership and enrichment activities after school.</p> <p><i>Increase the percent of students' reporting high levels of <u>meaningful opportunities for youth participation</u> in the community by approximately 10% of 9th graders surveyed, from 35% in 2009-2010 to 45% by 2015. <u>Inadequate afterschool engagement</u>, measured by the percent of seventh grade students who report that they are at home without an adult after school on 3 or more days each week, will decrease by approximately 5% from 12% to 7% by 2015.²</i></p>	<p>YMCA, Community Partnership for Youth (CPY), Boys & Girls Club, Community of Caring, City of Salinas Recreation and Parks Division, Partners for Peace, Monterey County Rape Crisis, Sun Street Centers</p>
<p>B. Intervene with youth exhibiting at risk gang-related behavior.</p> <p><i>Early delinquency (ages 6-11), measured by the rate of suspensions from all three elementary schools, will decrease by approximately 10 suspensions per 1000 students in 2009-2010, from a rate of 65 suspensions to 55 suspensions per 1000 students.²⁵ Decrease <u>gang association and affiliation</u>, as measured by the percent of seventh graders indicating that they consider themselves a gang member, by approximately 2%, from 11% in 2009-2010 to 9% in 2015.²⁶</i></p>	<p>2nd Chance Family & Youth Program, Elementary Schools, Silver Star Resource Center, Public Defender's Office, Boys & Girls Club, CPY, MCOE Alternative Education, Harmony at Home, Peacock Acres, Transitions for Recovery and Re-entry, Voices for Children</p>
<p>C. Increase percentage of parents and caregivers who feel supported and demonstrate positive discipline, caring and nurturing practices with children.</p> <p><i>Parenting skills, measured by the percent of SCESD fifth graders who report a high level of caring relationships with adults in the home, will increase by approximately 3% from 77% in 2009-10 to 80% in 2015.²⁷</i></p> <p><i>Early childhood development, measured by the percentage of Monterey County pre kindergarten aged children who have fully or almost mastered social and emotional well-being skills as assessed by the Kindergarten Readiness Assessment, will increase by approximately 5% from 30.8% in 2009 to 35.8% in 2015.²⁸</i></p>	<p>Partners for Peace, First 5 Monterey County, Raising Emotionally Healthy Children, Behavioral Health, Head Start and Early Head Start, Child Abuse Prevention Council, Department of Social Services, Peacock Acres</p>

²⁵ CA Dept of Ed, DataQuest 2009-10.

²⁶ Id.

²⁷ CA Healthy Kids Survey, Salinas City Elementary 2009-10 Main Report.

²⁸ First 5 Monterey County, Kindergarten Readiness Assessment, 2009.

Critical Focus Area 3: Healthy and Safe Communities

Goal III. Residents have pride in all neighborhoods; and all neighborhoods support peaceful community life and positive community engagement.

<p>A. Increase opportunities for residents to exercise, gather and play outdoors.</p> <p><i>Community instability, measured by the percentage of Salinas Union High School ninth graders who reported that the neighborhood is safe or very safe, will increase by approximately 5% from 61% in 2009-10 to 66% in 2015.²⁹ Community instability, measured by the percent of Monterey County teens who agree or strongly agree that the nearby park or playground is safe at night, will increase by approximately 3% from 36.6% in 2009 to 39.6% in 2015.³⁰</i></p>	<p>COPA, Monterey County Health Department, Salinas Police Department</p>
<p>B. Increase area of open and maintained green space.</p> <p><i>Increase the total number of developed park acres within the City as measured in the 2002 General Plan,³¹ by approximately 15% or 10 additional park acres in 2015, using <u>environmental design that promotes safety.</u></i></p>	<p>City of Salinas Environmental Resources</p>
<p>C. Increase the faith communities' connection to neighborhoods and residents.</p> <p><i>[Data does not currently exist. Survey at least 50 of the 84 churches in Salinas to determine levels of assistance provided.] <u>Religiosity</u> is a protective factor shown to decrease the likelihood of violence.</i></p>	<p>Faith community</p>
<p>D. Decrease vandalism and blight.</p> <p><i>Decrease by approximately 10% the number of complaints received for conditions contributing to blight and <u>community deterioration</u>, as measured by weed abatement with 114 complaints and zoning with 575 complaints (for example, inoperable vehicles and trash in the front yard) in 2011-12, to 103 complaints for weed abatement and 518 complaints for zoning by 2015.³²</i></p>	<p>City of Salinas Code Enforcement</p>

²⁹ CA Healthy Kids Survey, Salinas Union High Secondary 2009-10 Main Report.

³⁰ 2009 California Health Interview Survey.

³¹ City of Salinas General Plan 2002.

³² City of Salinas Code Enforcement Division.

<p>E. Decrease children’s exposure to violence.</p> <p><i>Exposure to violence, measured by the number of domestic violence related calls for assistance, will decrease by approximately 3% from 729 calls in 2010 to 707 calls in 2015.³³</i></p>	<p>Child Abuse Prevention Council, Children’s Behavioral Health, Head Start, Monterey County Rape Crisis Center, YWCA, Voices for Children, First 5 Monterey County, Pathways to Safety, A Time for Grieving, Salinas Police Department</p>
<p>F. Increase community engagement and participation; and support leadership.</p> <p><i>By 2015 decrease <u>community instability</u>, by conducting at least one session of the Leadership Academy training and increasing the number of events that strengthen community cohesion, from the baseline of 2013.</i></p>	<p>Alternative to Violence Partners, COPA, A Time for Grieving, Juntos Podemos, Armstrong Video Productions, Taylor Farms</p>

³³ CA Department of Justice, Office of the Attorney General.

Critical Focus Area 4: Law Enforcement

Goal IV. The community and law enforcement partner to create safe and thriving neighborhoods.

<p>A. Increase positive interactions with law enforcement by engaging community to build trust and relationships.</p> <p><i>By 2015 complete the following activities to reduce <u>community instability</u>: 1) Initiate at least 2 new Neighborhood Watch groups per year and attend monthly Neighborhood Council meetings. 2) Attend at least 10 community and school based events per year. 3) Continue to facilitate monthly Police Community Advisory Committee meetings.</i></p>	<p>Salinas Police Department, Juntos Podemos, Congressman Sam Farr’s Office, Restorative Justice Partners</p>
<p>B. Decrease illegal access to firearms and ammunition</p> <p><i>By 2015 complete the following activities to reduce access to <u>firearms</u>: 1) Develop and implement a consent to search program. 2) Conduct at least 4 public firearms safety education presentations per year.</i></p>	<p>Salinas Police Department, Monterey County Sheriff’s Office, Mayor of Salinas</p>
<p>C. Change gang dynamics by influencing gang leadership.</p> <p><i>By 2015 conduct 10 Ceasefire custom notifications and 2 call-ins per year, to reduce <u>gang association and affiliation</u>.</i></p>	<p>Salinas Police Department</p>
<p>D. Enhance law enforcement by using data driven approaches to reduce crime.</p> <p><i>To reduce <u>community instability</u>, increase the amount of time that officers spend in their assigned Predictive Policing areas by approximately 50% from 20 minutes per shift in 2013 to 30 minutes per shift in 2015.</i></p>	<p>Salinas Police Department, Monterey County Sheriff’s Office</p>

Critical Focus Area 5: Education and Schools

Goal V. All youth and their families are engaged with schools to ensure academic achievement and positive youth development, in a safe environment.

<p>A. Increase daily attendance and graduation rates; and decrease truancy and dropout rates.</p> <p><i>Decrease <u>truancy</u> by approximately 2.5% among all Salinas elementary schools from an average of 28.3% in the 2010-11 school year to 25.8%; and by approximately 13% in the SUHSD from an average of 23.9% in school years 2009-2011 to an average of 10.9% in school years 2015-2016. Increase <u>graduation rates</u> at SUHSD by 3.5% from an average of 76.5% in school years 2009-2012 to 80%.³⁴</i></p>	<p>District Attorney’s Truancy Abatement Program, the School Districts, Migrant Education, Community of Caring, MCOE Alternative Programs</p>
<p>B. Improve school safety and prevent bullying.</p> <p><i>An increase in <u>safe school environments</u> will be measured by a 5% increase in SCESD fifth graders who report that they perceive feeling safe at school most or all of the time from 70% in the 2009-10 school year to 75% in 2015;³⁵ and an increase of approximately 5% among SUHSD ninth graders who report that they perceive school as safe or very safe from 47% in the 2009-2010 school year to 52% in 2015.³⁶ A decrease in school <u>bullying</u> will be measured by a 3% decrease in SCESD fifth graders who report being hit or pushed most or all of the time from 15% to 12% in 2015.³⁷</i></p>	<p>Alternative to Violence Partners, The School Districts, Harmony at Home, Salinas Police Dept., Monterey County Probation Dept., Children’s Behavioral Health, Restorative Justice Partners, Monterey County Office of Education</p>
<p>C. Increase parent participation in children’s education and schools.</p> <p><i><u>School connectedness</u>, as measured by parental participation in the schools, will be maintained at 100% of SCESD teachers who agree or strongly agree that their schools are welcoming to and facilitate parent involvement from the 2009-2010 school year to 2015;³⁸ and will increase by approximately 5% from 78% in 2009-10 to 83% in 2015, as reported by SUHSD teachers.³⁹</i></p>	<p>The School Districts, PTO/PTAs, School Site Councils, School Community Liaisons, Head Start and Early Head Start, Migrant Education, COPA</p>

³⁴ CA Healthy Kids Survey, Salinas Union High Secondary 2009-10 Main Report.

³⁵ CA School Climate Survey, Main Report, Salinas City Elementary 2009-10.

³⁶ Id.

³⁷ Id.

³⁸ Id.

³⁹ CA School Climate Survey, Main Report, Salinas Union High, 2009-10.

<p>D. Strengthen schools' collaborations with organizations that support student success.</p> <p><i>Increase <u>after school engagement</u> on elementary, middle and high school campuses that promotes youth development, by assessing the number and type of programs offered at schools, in 2013 and again in 2018.</i></p>	<p>Boys and Girls Club, CPY, YMCA, Hartnell College, CSUMB, Salinas City Library, Community of Caring and the schools</p>
<p>E. Increase capacity of alternate educational pathways.</p> <p><i><u>Academic failure</u>, measured by the drop out rate, will decrease by approximately 2% from an average of 11.1% in 2009-12 to 9.1% in 2015.⁴⁰ The percent of teachers who strongly agree and agree that the District promotes academic success for all students, will increase by approximately 5% from 82% in school year 2009-10 to 87% in 2015.⁴¹</i></p>	<p>Salinas Union High School District, CAMBIO Offsite Suspension Center, MCOE Alternative Education, Rancho Cielo-John Muir Charter School, Hartnell College, Heald College, STEM Partners</p>
<p>F. Improve reading proficiency levels.</p> <p><i>Improve <u>literacy</u>, as measured by the STAR Test, English Language Arts, third grade reading proficiency, by approximately 7%, from an average of 20.9% in the Salinas City and Alisal Union Districts in 2010 to 27.9% in 2015.⁴² Improve literacy, as measured by the percent of parents who reported reading stories or showing picture books to their children daily, by approximately 4%, from 51% in 2009 to 55% in 2015.⁴³</i></p>	<p>All Salinas Elementary Schools, First 5 Monterey County, Salinas Public Library</p>

⁴⁰ Id.

⁴¹ Id.

⁴² CA Department of Education, 2010 STAR Test Results, Salinas City and Alisal Union Elementary District.

⁴³ Id.

Critical Focus Area 6: Drugs and Alcohol

Goal VI. Reduce the demand and supply of alcohol and drugs.

<p>A. Decrease the supply and sale of illegal drugs.</p> <p><i>Access to drugs, measured by the percent of ninth graders reporting that obtaining marijuana was very easy, will decrease by approximately 4%, from 50% in the 2009-2010 school year to 46% in 2015. Decrease drug use, measured by the percent of SUHSD ninth graders who report having used marijuana 4 or more times in their lifetime by approximately 5%, from 26% in the 2009-10 school year to 21% in 2015.⁴⁴</i></p>	<p>Sun Street Centers, Sunrise House, Monterey County Behavioral Health, Transitions for Recovery and Re-entry, the School Districts, Salinas Police Department</p>
<p>B. Decrease alcohol abuse among adults and use among youth.</p> <p><i>Access to alcohol, measured by the percent of SUHSD ninth graders reporting that obtaining alcohol was very easy, will decrease by approximately 3%, from 44% in the 2009-10 school year to 41% in 2015.</i></p> <p><i>Alcohol use, measured by the percent of SUHSD ninth graders who report drinking 5 or more drinks in the past 30 days, will decrease by approximately 2% from 19% in the 2009-10 school year to 17% in 2015.⁴⁵</i></p>	<p>Sun Street Centers, Sunrise House, Monterey County Behavioral Health, Salinas Police Department, the School Districts, Salinas Police Department</p>
<p>C. Reduce perinatal exposure to drugs and alcohol.</p> <p><i>[No data currently available] By 2015 with full implementation of electronic medical records in Comprehensive Perinatal Services Program (CPSP) clinics, collect baseline data on the percentage of pregnant women who have used alcohol and illegal drugs at any time during their pregnancy.</i></p>	<p>Monterey County Behavioral Health, Door to Hope, MCSTART</p>

⁴⁴ 2009 CA Health Interview Survey.

⁴⁵ Id.

V. COURSE OF ACTION

The 2010-1012 SWP was implemented through a pilot action plan in the Hebbbron neighborhood of Salinas (see photo). This area was selected as a pilot area for a variety of reasons: it is disproportionately high in various categories of crime; it is home to at least two active and opposing gangs; it contains a mix of single family, apartment and commercial/retail buildings; and has two parks and one community center, which offer neighbors and service providers options for meeting places. In short, Hebbbron is a neighborhood in great need and great potential.



The pilot action plan was initially developed in partnership with the Naval Postgraduate School (NPS), located in Monterey. In spirit of the foundation of the SWP, the

goals of this action plan were to ensure prioritization of resources as well as accountability and implementation of committed resources, and applied Counterinsurgency Campaign Development techniques to Salinas' gang violence problem. Critical to success is deep engagement and trust within the community. On a pro bono basis, NPS faculty, staff and graduate students have worked closely with Salinas Police personnel to develop a course of action compatible with the resources available to the city and which is intended to result in the shared vision for the end-state: a Peaceful Community.

The site specific action plan currently has several components that together build relationships and leadership capacity in the community, provide targeted services, and increase a sense of safety: 1) Cross Functional Team, 2) Community Policing, 3) Leadership Academy, and 4) Night Walks.

CASP formed a Cross Functional Team (CFT) composed of diverse agencies, providers, education, health, probation, faith, non-profit, county and city representatives to confidentially discuss and provide targeted intervention to an individual and their family living with risk factors in the Hebbbron area. A written, signed commitment of resources were made by each participating partner agency and CASP committee, identifying roles, responsibilities and responsible persons for each agency relative to the strategies set forth in the SWP.

Chief Kelly McMillin assigned two full-time Salinas Police Department officers to conduct community-based policing in the Hebbbron area of the city as a way to build relationships. In the two years since the officers have been stationed in that neighborhood, property and violent crimes have noticeably declined.⁴⁶ In 2009, there were 97 reported violent crimes in the Hebbbron area; that number went down to 66 in 2012.⁴⁷ The "CASP officers," as they have come to be known, and other officers have increased their attendance at community meetings and activities and have engaged in an intentional effort to continue dialogue and engagement with the Spanish-speaking community. This adds a clear prevention approach to

⁴⁶ Salinas Police Department, "CASP Area Crime Report Comparison," March 20, 2013.

⁴⁷ Id.

law enforcement that is often missed in high-risk areas.

To further empower residents in this neighborhood, the City's Community Safety Division, with support from CASP, formed Leadership Academies that provide residents with the skills, knowledge and tools to become community leaders. To date, 36 residents have graduated from the 12-week program.

The faith-based community became more involved and action-oriented and has since then been leading the Salinas Night Walks, a prevention strategy introduced to the community by Reverend Jeffrey Brown from Boston and Pastor Eddie Caraveo from Sacramento. Since its creation in late May 2012, hundreds of residents have participated and continue to participate, in walking the city neighborhoods where there is the highest reported criminal activity.

The length of time the Cross Functional Team and other action plan components will spend in Hebbroon is impossible to estimate based on the number of variables at work; however, the overall goal is to assist the community members in bringing peace and order to their neighborhoods and providing them with the tools to sustain peace and order for the long-term. Therefore, a sustainability plan must be developed and implemented before resources are re-focused on another area. Sustainability will likely include a certain level of continued engagement by CASP partners through the four components of the action plan, bolstered by the local capacity that has been developed through community engagement. It is intended that this approach will be duplicated in other communities within Salinas and/or the County that have a high level of need, as a means of reaching the goals and objectives of the SWP.

Change in one neighborhood may or may not translate to change in an entire community. In order to begin measuring the collective impact of CASP members and partners in reducing violence, CASP will begin to document the activities and outcomes of its partners and members. Change will be measured from a baseline along the indicators described above, under the goals and objectives. Each participating agency (which might eventually extend beyond the list included above), will be asked to complete a similar commitment of resources as was done for the Cross Functional Team. This process is estimated to take up to 12 months to complete. Regular "check-ins" will occur with each partner during the timeframe of this SWP, building a set of data-based measurements that allow CASP to track and demonstrate whether or not its activities as a whole are making a difference in violence reduction in the community. We will use data tracking tools to monitor the progress of our partners. For an example of a tool we plan to use refer to Addendum II.

VI. EVALUATION PROCESS

Evaluation is a valuable tool that can help advance the work of the City of Salinas and CASP. Evaluation illuminates the overall value of a given strategy and approach. It can justify ongoing investment and resource expenditures for gang violence prevention, recommend how to focus efforts moving forward, and demonstrate overall results. For policymakers, evaluation can validate that changes in policy or practice have helped reduce gang violence and increased community safety in cost-effective ways. For agency heads and administrators, evaluation can aid in decisions concerning whether new and existing programs should be improved, expanded, or even curtailed. For all stakeholders, evaluation can explain how the implementation of strategic priorities impact service delivery, collaboration, funding, and administrative functioning.

The CASP Strategic Work Plan (SWP) Committee will participate in the implementation and evaluation of the Comprehensive Plan. The next step of the Committee's process is to compile the strategies implemented by community partners to achieve each objective. Community partners have begun to provide information about the programs listed in the Plan and will next be asked to share the number of program participants per year. In addition to collecting this process data, this assessment will reveal areas in which new strategies are needed and will help to identify agencies with the capacity to implement them. The CASP Grants Committee will review funding opportunities based on these needs and support local agencies that choose to apply to grants in priority areas.

In 2006, the National Council on Crime and Delinquency (NCCD) in partnership with the National League of Cities Institute for Youth, Education, and Families (YEF Institute) launched the California Cities Gang Prevention Network (CCGPN), an unprecedented 13-city gang prevention initiative. Cities participating in the CCGPN, including the City of Salinas, pledged to implement comprehensive citywide plans. Since the launching of the CCGPN, NCCD has been working closely with the City of Salinas to support the development and implementation of a comprehensive violence prevention plan. This plan takes into account the community's "moral voice" while also emphasizing and interweaving prevention, intervention, enforcement and reentry. As Salinas has moved from the development stage to the implementation stage, this is an opportune time to begin a simultaneous evaluation of the implementation of their comprehensive plan its impact on violence prevention. Since December 2012, Salinas and CASP have been working with NCCD to evaluate its efforts to date in order to move forward with a stronger research- and data-driven plan—a core and unique principle behind Salinas' comprehensive efforts.

The Monterey County Health Department received funding from the Centers for Disease Control and Prevention (CDC) in 2011, through STRYVE (Striving to Reduce Youth Violence Everywhere). As part of the Department of Health and Human Services, the CDC participates with other federal departments in the National Forum on Youth Violence Prevention. The Focus of STRYVE is to prevent youth violence in Salinas, by providing technical assistance that helps to strengthen the local coalition and builds the capacity of local health departments to reduce violence. STRYVE uses a public health approach, which focuses on prevention and is data driven, building on the expertise of local public health departments to track the causes and conditions that impact community health. Through participation in CASP and the SWP Committee, STRYVE is a local partner that will continue to collect and analyze data related specifically to youth and violence prevention efforts.

STRYVE and NCCD will work together to implement and evaluate the Comprehensive Plan. Specifically, NCCD will lead a comprehensive process and outcome evaluation of Salinas' violence reduction planning efforts, with a focus on its Hebbbron neighborhood efforts. STRYVE and NCCD will work together on those aspects of the evaluation pertaining to youth violence prevention, in Salinas as a whole. In general, the work of the two agencies is complimentary: STRYVE has a greater interest and expertise in the public health aspects of violence prevention, such as youth victimization; and NCCD has a greater expertise in intervention and law enforcement strategies, largely measured through crime data.

NCCD has identified three objectives for the evaluation of the City of Salinas' comprehensive plan:

1. Conduct a process evaluation of the development and implementation of Salinas' comprehensive plan that establishes infrastructure for an outcome evaluation;

2. Conduct an outcome evaluation of Salinas' comprehensive plan that assesses short-term and long-term outcome variables; and
3. Design and execute process and outcome evaluations that are useful, accessible, and result in actions that will strengthen Salinas' violence-reduction efforts.

Reaching these three objectives will advance Salinas' implementation and planning efforts, in addition to maintaining the city's fidelity to one of its core principles: research and data-driven action.

The process and outcome evaluations will be guided by the principles of participatory research and community psychology. NCCD will work closely with the City of Salinas, CASP, the SWP Committee, community leaders, STRYVE and additional stakeholders to understand the objectives and goals of the Comprehensive Plan and to analyze the expected short- and long-term outcomes of implementation.

Careful identification, collection, and analysis of short-term outcomes will be used to assess how well the plan was implemented and provide on-going feedback to the City and CASP. Short-term outcome variables include the development of new relationships between organizations across the city, changes to city agency policies and practices, and the numbers of youth receiving prevention services, participating in school programming, receiving outreach services, and participating in the City's Operation Ceasefire strategy.

Intermediate and long-term outcome variables include youth homicide incidents, calls for service for shots fired, shootings, truancy, high school graduation rates, development of new programs and funding sources, park usage, perceptions of community safety and the risk and protective factors, including truancy and high school graduation rates.

STRYVE will assist with the evaluation of intermediate outcomes, by measuring changes in the selected risk and protective factors related to youth violence prevention, listed in the table below. The choice of these factors reflects extensive community input, scientific evidence of their relationship to youth violence and disparities between Salinas and comparable areas. The Goals and Objectives Section of this Plan lists measurements for each objective based on the underlying risk and protective factors. Data sources have been identified to measure changes in the risk and protective factors, starting from the baseline of 2010. The Health Department will compare the baseline data for these indicators the same measures in 2015 and again at the end of the Comprehensive Plan cycle in 2018.

Intermediate and long-term outcomes allow conclusions to be drawn about the ultimate success of comprehensive efforts. To inform the identification of outcome variables available for study, NCCD will also assess the data collection capacity of key agencies and service providers and, when necessary, provide technical assistant to bolster data collection capacity. STRYVE will share the local sources of the long-term outcome data that the Health Department has collected with NCCD.

Based on the established study variables, NCCD will generate an evaluation plan and report that is informed by quantitative and qualitative methodologies to best assess the results of the comprehensive efforts. NCCD, the City of Salinas, CASP and Salinas' partners expect the process and outcome evaluation of its comprehensive efforts to be finalized by December 2014.

Dr. Angela Wolf, Associate Director of Research, is serving as the primary investigator for the evaluation. Dr. Wolf's areas of expertise include gang violence, social change, and justice system reform

for female offenders; interventions for delinquent youth and abused children; strategic planning and evaluation; and community mobilization strategies. Dr. Wolf holds a doctorate in ecological/community psychology from Michigan State University. Previously, Dr. Wolf successfully completed the national evaluation of Parents Anonymous, the research of turnover in human service agencies, and a process evaluation of the PACE Center for Girls in Florida, among other research projects. She also served as NCCD's project manager for the CCGPN for seven years. As NCCD's project manager of the CCGPN, Dr. Wolf supported a network of city and community leaders representing 13 cities in California, facilitating information sharing across CCGPN cities; providing technical support with comprehensive plan development, implementation, revision, and evaluation; and conducting a process evaluation.

ADDENDUM I

CASP GENERAL ASSEMBLY

City and County Government

- Joe Gunter- Salinas Mayor (Chair)
- Fernando Armenta – Board of Supervisors (Chair)
- Jose Arreola – Salinas Community Safety Division
- Sheldon Bryan – Salinas Police Department
- Colleen Beye – Board of Supervisors’ Office
- Robert “Bob” Brunson- Monterey County Behavioral Health
- Christopher Callihan – Salinas City Attorney’s Office
- Wayne Clark – Monterey County Behavioral Health
- Gloria de la Rosa – Salinas City Council
- James Egar – Public Defender’s Office
- Dean Flippo – District Attorney’s Office
- Terry Gerhardstein – Salinas Police Department
- Krista Hanna – Monterey County Public Health
- Max Houser – Sheriff’s Office
- Stephanie Hulsey District Attorney’s Office
- Theresa Innis-Scimone – Monterey County Behavioral Health
- Don Landis – Public Defender’s Office
- David Lee – Public Defender’s Office
- Kristan Lundquist – Recreation Park Division
- Linda McGlone – Monterey County Public Health
- Kelly McMillin – Salinas Police Department
- David Maradei- Child Abuse Prevention Council
- Georgina Mendoza – Salinas Community Safety Division
- Scott Miller – Sheriff’s Office
- Jane Parker – Board of Supervisors
- Marcia Parsons – Probation
- Manuel Real – Probation
- Elliott Robinson – Social Services
- Efrain Serrano – Recreation Park Division
- David Shaw – Salinas Police Department
- Rosemary Soto – Monterey County Behavioral Health
- Robert Taniguchi – Social Services
- Vanessa Vallarta – Salinas City Attorney’s Office

Education

- Donna Alonzo Vaughan – Salinas City Elementary School District
- Crystal Beget - Monterey County Office of Education – Alternative Education
- Amy Bullas - CA State University – Monterey Bay
- Rose Carriaga – Heald College
- Todd Farr – Salinas Union HS District
- Nancy Kotowski – Monterey County Office of Education
- Molly Lewis – Hartnell College
- Rebecca Lorentz – Naval Postgraduate School
- Rhoda Mercadal-Espinosa – CA State University – Monterey Bay
- Wendell Meyers – Heald College
- Thomas Rogers – CA State University – Monterey Bay
- Hy Rothstein – Naval Postgraduate School
- Michael Romero – Salinas Union HS District
- Lisa M. Stewart - CA State University – Monterey Bay
- Jerry Stratton - Salinas City Elementary School District
- Gary Vincent – Monterey County Office of Education – Alternative Education

Faith Based Community

- Tariq Ansaar Aquil – Muslim Chaplain
- Pastor Frank Gomez – Retired Pastor
- Pastor Jim Luther – First Methodist
- Richard Renard –Marketplace Meets Mission Ministry
- Pastor Mark Simmons – Salinas Valley Community Church
- Margaret “Peg” Stanford – COPA
- Deacon Douglas Winston – Cristo Rey

Business Leaders

- Spencer Critchley – Boots Road Group
- Margaret D’Arrigo-Martin – Taylor Farms
- Jack Harpster – Human Services Consulting
- Sonja Koehler – Strategic Consulting for Social Change
- Jeff Taylor – The Good News Herald
- Ellen Wrona – Armstrong Productions

Community Partners

- Nick Brockman – Community Resident
- Julie Drezner – Community Foundation for Monterey County
- Jan Goebel – Housing Authority of the County of Monterey
- Ed Mitchell – Prunedale Neighbors Group
- Demetrio Pruneda – Community Resident
- Joni Ruelaz - Housing Authority of the County of Monterey
- Aurelio Salazar – Community Foundation for Monterey County

Non-Profit Service Providers

- Deborah Aguilar – A Time for Grieving and Healing
- Manuel Aguilar – California Youth Outreach
- Nina Alcaraz – Monterey County Rape Crisis Center
- Trish Alcocer – Rancho Cielo Youth Campus
- Yuri Anderson – United Way Monterey County
- Kathy Bauer – Partners for Peace
- Ben Bruce - Community Partnership for Youth
- Susie Brusa – Rancho Cielo Youth Campus
- Deborah Carrillo – Turning Point, Inc.
- Rosie Chavez – Turning Point, Inc.
- Brian Contreras – 2nd Chance Family & Youth Services
- Anna Foglia – Sun Street Centers
- Oscar Flores – First 5 Monterey County
- Julia Foster – YWCA Monterey County
- Siobhan Greene – Voices for Children – CASA
- Shari Hastey – Community Partnership for Youth
- Tameka Hill – Voices for Children – CASA
- Ernest Howard – Peacock Acres
- Marie Kassing – Sun Street Centers
- Julianne Leavy – Harmony at Home
- Lydia Ojeda Lerma – A Time for Grieving and Healing
- Linda McCue – Alternatives to Violence Project
- Barb McGaughey – YMCA Central Coast
- Crystal Macias – Literacy Campaign for Monterey County
- Diana Mendoza – Sunrise House
- Clare Munteer – Mo Co Rape Crisis Center
- Tito Ortega - Partners for Peace
- Tony Ortiz – California Youth Outreach
- Ashley Powers Clark – United Way Monterey County
- Jim Rear – Sunrise House
- Joe Santiago - Community of Caring Monterey Peninsula
- Gene Simon – Transition for Recovery and Reentry
- Jacqueline Simon – Transition for Recovery and Reentry
- Michelle Slade – Boys & Girls Club Monterey County
- Kathi Speller – Community of Caring Monterey Peninsula
- Tyler Steer – Peacock Acres
- Kim Stemler – First 5 Monterey County
- Laura Tinajero – 2nd Chance Family & Youth Services
- Shelley Watson – Harmony at Home

ADDENDUM II

ACTION PLAN TEMPLATE

Date Created:

Date Reviewed/Updated:

CRITICAL FOCUS AREA:
GOAL:

PERFORMANCE MEASURES How We Will Know We are Making a Difference		
Short Term Indicators	Source	Frequency
Number of participants	(Agency names)	Annually, for calendar year
Long Term Indicators (3 to 5 years)	Source	Frequency
Changes in associated risk and protective factors, as shown in each objective.	(Various secondary data sources, including California Healthy Kids Survey)	At least every 3 years

OBJECTIVE #1: Example: B. Improve school safety and prevent bullying. *A decrease in school bullying will be measured by a 3% decrease in SCESD fifth graders who report being hit or pushed most or all of the time from 15% to 12% in 2015.*

ACTION PLAN				
Activity - Program Name	Target # Participants	Actual # Participants	Agency name and Contact	Notes
Example: Olweus Bullying Prevention Program	700		Harmony at Home, Pinkie Weesner	Program at Los Padres Elementary School

OBJECTIVE #2:				
ACTION PLAN				
Activity - Program Name	Target # Participants	Actual # Participants	Agency name and Contact	Notes

DESCRIBE PLANS FOR SUSTAINING ACTION

