SANTA ROSA VIOLENCE PREVENTION PARTNERSHIP
2017–2022 STRATEGIC PLAN
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LEAD. INVEST. EDUCATE.
SANTA ROSA VIOLENCE PREVENTION PARTNERSHIP

We would like to thank our partners on the Policy and Operational Teams for their contribution towards the development of the 2017-2022 Strategic Plan. Their commitment allowed for a thoughtful, comprehensive, and strategic process to ensure our youth, families, and community are receiving the support they need for success.

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Special Thanks!

We would like to thank City staff and our partners from Leap Solutions for their leadership with the development of the strategic plan.

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EXECUTIVE SUMMARY

Established in 2003, the Mayor’s Gang Prevention Task Force was created in response to a significant increase in violent crimes in Santa Rosa attributable to street gangs. Operating out of the City’s Recreation and Parks Department, the Gang Prevention Task Force was initially funded by the General Fund, until the following year when the residents of Santa Rosa made a 20-year commitment to support public safety and violence prevention efforts with the approval of Measure O, a quarter cent Transaction and Use Tax. From 2012 – 2016 the Gang Prevention Task Force was housed in the City Manager’s Office, before moving to the newly created Office of Community Engagement at the start of fiscal year 2016 -2017.

In 2015, The Mayor’s Gang Prevention Task Force was rebranded as the City of Santa Rosa’s Violence Prevention Partnership. Now simply referred to as, “The Partnership,” the program is a model of shared responsibility to strengthen youth and families and create safe neighborhoods through mobilizing and engaging parents, schools, community-based organizations, faith community, business, government, and local law enforcement. The current collaborative involves over 50 organizations from across multiple sectors of the community.

Violence prevention requires comprehensive systems to address the social determinants of health that evidence-informed research suggests reduces violence and increases pro-social behavior. To better align with these efforts, The Partnership developed the Community Safety Scorecard (Scorecard) in 2016, which identified strategies through a public health lens across four key domains: Economic Conditions, School Conditions, Family & Community Connectedness, and Crime & Safety. By identifying geographical areas throughout Santa Rosa with higher incidents of violence and gaps in services, The Partnership gained a greater understanding of the root causes of violence while striving for an equitable distribution of resources in support of our youth and families.
PLAN SUMMARY

From fall 2016 through summer 2017, The Partnership undertook an extensive strategic planning process to revisit its Mission, Vision, and Values to identify key strategies for the period 2017-2022. The strategic planning process included data gathering and analysis through surveys and focus groups with community members and partners, complemented by extensive research of evidence-informed practices and programming. With an emphasis on performance-based outcomes, this process, coupled with an analysis of previous strategic plan efforts and recommendations identified in the 2016 Community Safety Scorecard, informed the development of the new strategic plan for the next five years. Throughout this planning process, The Partnership’s Steering Committee provided leadership and guidance, as did members of the Policy and Operational Teams. The following is a high-level summary of the 2017-2022 strategic plan:

MISSION: Strengthening youth and families and building safe communities by leading, mobilizing and aligning our community resources.

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

CORE VALUES:
- Value Youth
- Support Families
- Collaborate with Partners
- Build Resilience
- Strive for Equity

STRATEGIC FOCUS AREAS:

1. Programs – Prioritize and implement programs based on domain recommendations derived from the Community Safety Scorecard and validated through the strategic planning process.

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

3. Mobilizing & Aligning – Continuously evaluate and assess relationships with internal and external partners with a focus on efficient alignment, leverage, and shared measurement.

4. Investment – Ensure the strategic plan goals are reached through sustainable investment of Measure O and other funding sources.

5. Organizational Development – Strengthen The Partnership’s organizational structure to support the implementation of the strategic goals.
INTRODUCTION

HISTORY

In the late 1990s and early 2000’s, Santa Rosa experienced an increasing amount of violent criminal street gang activity, leading the Santa Rosa Police Department to acknowledge in 2002 that the City could not, “arrest our way out of a gang problem.” Although effective law enforcement efforts are critical, enforcement alone could not adequately address the systemic causes of youth and gang-related criminal activity. There was a growing acknowledgement that a comprehensive approach was necessary, so in July of 2003, then Mayor of Santa Rosa Sharon Wright established the Mayor’s Gang Prevention Task Force with the unanimous support of the Santa Rosa City Council. Modeled after the City of San Jose’s Mayor’s Gang Prevention Task Force, the Task Force was established as a community-based collaborative effort designed to engage multiple stakeholders in reducing youth & gang violence.

Since rebranding in 2015 as the Santa Rosa Violence Partnership (The Partnership), it has evolved to be a collaborative effort of over 50 organizations representing multiple sectors of our community. The Partnership focuses on a shared responsibility of strengthening youth and families and creating safe neighborhoods through mobilizing and engaging parents, schools, community-based organizations, faith community, business, government, and local law enforcement.

STRUCTURE

Housed within the Office of Community Engagement and largely funded by Measure O, The Partnership is led by a staff of five, and administers a portion of the 20% allocation of Measure O funding for youth and gang violence prevention and intervention services, including the management of the Executive Advisory Board, Steering Committee, Policy and Operational Teams, the Community Helping Our Indispensable Children Excel (CHOICE) grant program, the annual Gang Prevention Awareness Week, and the annual Parent Engagement Month. The Partnership also administers the Guiding People Successfully (GPS) program, made possible by funding from the Board of State and Community Corrections and partnerships with Sonoma County’s Probation and Human Services Departments.

The organizational structure of The Partnership includes governing, policy and operational level involvement, which is further described below:

- **Executive Advisory Board**: the Mayor or his/her designee as Chair, the Chief of Police, and the Director and Program Manager from the Office of Community Engagement.
- **Steering Committee**: select members of the Policy Team, acts as an advisory committee to provide leadership and guidance towards the implementation of the strategic plan.
- **Policy Team**: a diverse set of stakeholders who all interface with the issue of youth and gang violence from different perspectives, while adding various resources to the discussion. Members
represent the key domains of the Community Safety Scorecard and provides leadership and direction by setting policies and monitoring the effectiveness of the effort.

- **Operational Team:** direct service staff members from the organizations represented on the Policy Team and from the community. This group maps out and implements violence prevention strategies as determined by the Policy Team, while collecting data and monitoring performance measures that align with The Partnership’s annual and strategic plans.

*Note: As a focus area of the strategic plan, this structure is under review to ensure The Partnership is maximizing the effectiveness of our partners to support the implementation of the strategic plan.*

**INVESTMENT**

In 2004, more than two-thirds of voters in Santa Rosa approved Measure O, a quarter-cent Transaction and Use Tax for 20 years. With an estimated $7 million in revenue each year, Measure O provides critical funding for public safety services with a 40% allocation to Police, 40% allocation to Fire, and the remaining 20% allocated for Youth and Gang Violence Prevention and Intervention programs – services currently provided by the Recreation and Parks Department and the Office of Community Engagement. Measure O provides a reliable and dedicated funding source that reflects the community’s commitment to safety and violence prevention, including the successful fulfillment of The Partnership’s Mission and Vision.

The Measure O Ordinance requires coordination of The Partnership’s Policy and Operational Teams, as well as the following:

- Enhancing and improving in-school gang prevention and intervention curriculum and programs;
- Adding new programs in neighborhoods affected by high levels of gang activity that emphasize positive role models, problem solving and community safety;
- Providing additional after-school and summer programs that stress academic and social success, recreational activities, sports, athletic programs and safe neighborhoods without fear of gangs, drugs, or violence; and
- Providing grants to organizations for youth and parenting programs that focus on gang and anti-violence education, prevention, and intervention, community safety and a comprehensive array of services in high need neighborhoods.

**IMPACT**

The Partnership has invested in numerous programs that support pro-social behavior in youth and families and has provided alternatives to gang involvement by supporting community organizations that align with The Partnership’s Mission and Vision.
ACCOMPLISHMENTS

- Over $5 million invested in local community-based organizations and schools, serving nearly 30,000 youth and parents, since the inception of the Measure O CHOICE Grant Program in 2006.
- Since 2009, The Partnership has coordinated an annual Gang Prevention Awareness Week. This series of seven community engagement events is an opportunity to raise awareness and educate the community on collaborative efforts to reduce and prevent youth and gang violence.
- The Partnership collaborated with various partners to establish Parent Engagement Month by coordinating four parent trainings in high need areas identified in the Community Safety Scorecard, with over 120 parents in attendance.
- The Partnership evolved how efforts were measured by adopting a public health approach to violence prevention and creating the Community Safety Scorecard in 2016, which is further described below.
- The Partnership leveraged Measure O funding by receiving three grant awards from the Board of State and Community Correction’s California Gang Reduction, Intervention, and Prevention (CalGRIP) grant program totaling over $2.3 million to bring evidence-based gang prevention, intervention, and re-entry programs to our community. This funding provided The Partnership with the resources to enhance the referral system by developing the Guiding People Successfully (GPS) Program aimed at providing wraparound, case management services for over 300 high-risk youth in the community.
- To continue raising awareness and educating the community about youth and gang violence, The Partnership has presented over 40 workshops and presentations at school campuses and throughout the community for over 3,000 people.
- The Partnership has been a member of the California Cities Violence Prevention Network (CCVPN) of 14 cities throughout California since its inception in 2007. This membership provides shared learning and growth opportunities for members in the evolving field of violence prevention. In 2015, The Partnership strengthened its presence with the Network by incorporating its Executive Director as a member of the Policy Team.

COMMUNITY SAFETY SCORECARD – A PUBLIC HEALTH APPROACH

After rebranding from the Mayor’s Gang Prevention Task Force in 2015, The Partnership broadened its approach in achieving the mission of reducing youth and gang violence by adopting a public health perspective that views violence as a public health issue. As such, it required strategic and collaborative approaches to address the social determinants of health that contribute to strengthening youth and families and building safe communities. Consistent with other local initiatives – such as Sonoma County’s Health Action, Cradle to Career, and Upstream Investments – this approach, commonly referred to as “upstream,” seeks to improve the health and safety of the community by understanding the root causes of violence prevention.
While the Scorecard is rooted in Advancement Project’s Comprehensive Violence Reduction Strategy, our local partners provided input to ensure that the report met the unique needs of Santa Rosa, while aligning with existing health and human service initiatives at the city, county, and state levels.

**DOMAINS**

The Partnership has committed to broaden its focus beyond crime statistics through the development of the Scorecard. This innovative approach is built on the idea that safety is more than just crime statistics; it incorporates indicators across four primary domains that influence a community’s health and safety:

- Economic Conditions
- Crime and Safety
- Family and Community Connectedness
- School Conditions

By understanding the root causes of violence, The Partnership will be able deepen its knowledge of the complex needs of our youth, families, and communities, thus becoming more adept in identifying gaps and providing critical services.

**COMMUNITY SAFETY INDICATORS**

Further, the Scorecard establishes seventeen different community safety indicators that can steer and influence decisions intended to maintain and improve community safety at a neighborhood level. These indicators can also be used for monitoring and evaluating progress over time, and informing new investments or strategic reallocations of existing resources. Moreover, the Scorecard is a tool for shared accountability among the organizations of The Partnership to implement collective efforts based on a unified vision and goals.

**RECOMMENDED STRATEGIES**

The results of analyzing the Scorecard’s data produced 10 key recommendations, which were incorporated within the data gathering process for the development of the strategic plan. After affirmation from over 1,000 surveys and focus groups with community members and partners, four of the 10 strategies were prioritized and incorporated into the 2017-2022 strategic plan. For more information about the Community Safety Scorecard, visit [www.srcity.org/ThePartnership](http://www.srcity.org/ThePartnership).

"Sonoma County is home to some communities in which most residents have the tools they need to live healthy, productive, freely chosen lives and others in which people face many obstacles to discovering, developing, and deploying their unique gifts and talents."

-- Portrait of Sonoma County
Place-Based Initiatives

Citing both the City of San Jose’s Mayor’s Gang Prevention Task Force and the Sonoma County’s Department of Health Services, “Place matters because the conditions in which people are born, grow and live – such as the public and private resources in those neighborhoods – and the quality of economic and educational opportunities are all social determinants of health.” Building on this understanding, the Scorecard identifies impacted areas of Santa Rosa with higher incident rates of youth-involved violent crimes. As referenced in the Portrait of Sonoma County, “Sonoma County is home to some communities in which most residents have the tools they need to live healthy, productive, freely chosen lives and others in which people face many obstacles to discovering, developing, and deploying their unique gifts and talents.”

➢ **Recommendation:** Focus programming in areas with higher occurrences of violence, emphasizing the need for equitable resources to support our youth and families.

School Readiness

Quality of care and programming for early childhood education improve the learning experiences of children, thus increasing their readiness and success in school.

➢ **Recommendation:** Focus on enhancing quality early childhood education for children 0-5 in high-need areas and commit to ensuring children have the resources needed to be successful in school.

School Engagement and Truancy Prevention

Studies have consistently indicated that youth who stay in school and graduate have significantly reduced rates of disengaged and violent behaviors. This trajectory of success continues as students pursue higher education, ultimately increasing their opportunities to identify and pursue a career path.

➢ **Recommendation:** Continue collaborating with school districts to support policies and programs that encourage youth to be engaged in and remain in school.

Workforce Development Initiatives

Research shows that economic stability reduces stress and significantly improves a family’s access to health, education, and earnings. When youth are engaged and provided work readiness training and case management, opportunities for skill development increases the likelihood of pro-social behavior and generational financial security.

➢ **Recommendation:** Support the development of work readiness opportunities for Santa Rosa youth.
STRATEGIC PLAN FOCUS AREAS

The following section provides information about each strategic focus area for the 2017-2022 Strategic Plan. Staff will work collaboratively with the Steering Committee, and Policy and Operational Teams to determine annual implementation priorities of the strategic plan focus areas.

FOCUS AREA #1 – PROGRAMS
Prioritize and implement programs based on domain recommendations derived from the Community Safety Scorecard and validated through the strategic planning process.

STRATEGIC GOALS
(1) Develop, facilitate, and implement Place-based Initiatives in high-need areas as identified in the Community Safety Scorecard. Engage stakeholders (i.e. youth, parents, residents, schools, faith community, businesses, etc.) in assessing the root causes of trauma and youth and gang violence. Align with existing efforts and partnerships, collaboratively develop, implement, and measure strategies that effectively:

   a. mitigate incidents of trauma;
   b. address inter-generational family dynamics;
   c. strengthen connectedness to place;
   d. foster opportunities for increased community and school involvement; and
   e. build safer communities.

As appropriate, align with existing initiatives, such as Sonoma County’s Health Action Chapters, the City of Santa Rosa’s Neighborhood Revitalization Program, and Community Action Partnership’s Community Building Initiative.

(2) Increase School Readiness for children 0-5 in early learning environments by collaborating with parents, school districts, and community-based organizations to support, identify, and direct resources.

(3) Enhance Student Engagement and Truancy Prevention policies, strategies and programming by collaborating with school districts and community-based organizations to identify alternatives to suspensions and expulsions that help youth remain in school, graduate, and pursue their life goals.

(4) Implement Workforce Development initiatives including employment, career technical education and development, and case management services to increase work readiness and economic stability.

PERFORMANCE MEASURE: Identify outcome measures for program goals that align with the indicators listed in the Community Safety Scorecard, and include in evaluation system and on the City of Santa Rosa’s performance measurement dashboard.
FOCUS AREA #2 – COMMUNITY AWARENESS

Build community awareness through outreach and engagement strategies using a targeted communications plan.

STRATEGIC GOALS

(1) Develop a communications plan representing the core pillars: INVEST, LEAD, and EDUCATE for specific audiences served by or interacting with The Partnership. The audiences include:

   a. **Community Policy Makers** – Support the Mission, Vision, and Values of the Partnership, align with desired outcomes, maximize their role in these efforts, and advocate for The Partnership within their organizations.

   b. **Service Recipients** – Raise awareness of individual benefits provided by The Partnership, focusing on active engagement of family members and friends to build safer communities and stronger families.

   c. **Program Partners** – Focus on shared impact and outcomes through aligned marketing opportunities, building partner to partner awareness and resource sharing.

   d. **Community Members/Voters** – Raise awareness, educate and build support from the general community about the connection between Measure O and The City of Santa Rosa’s youth and gang violence prevention efforts.

(2) Implement consistent messaging strategies in support of funding reauthorization to educate the community on the value of their investment of Measure O funding for Police, Fire, Recreation & Parks, and Office of Community Engagement/The Partnership.

(3) Evaluate and enhance The Partnership’s branding and outreach efforts to ensure messaging is relevant and aligns with the Mission, Vision, and Values.

**PERFORMANCE MEASURE**: Establish a target goal of 67% for community awareness of The Partnership’s funded programs and funding source (Measure O), by conducting a survey every two years tied to the CHOICE Grant Program needs assessment, Community Safety Scorecard research, and strategic plan to assess progress towards the target recognition level. Include on Office of Community Engagement’s performance dashboard and in an annual report of The Partnership.
FOCUS AREA #3 – MOBILIZING & ALIGNMENT
Continuously evaluate and assess relationships with internal and external partners with a focus on efficient alignment, leverage, and shared measurement.

STRATEGIC GOALS
(1) Evaluate existing resources, explore resource alignment (including gaps and needs assessment), and collaborate with Partnership members to best serve the community.

(2) Cultivate formal and informal collaborative relationships by seeking:
   a. Internal alignment of staff and partners within The Partnership to increase efficiencies by adding, modifying resources, processes, and policies;
   b. External alignment of The Partnership with programs and initiatives within Sonoma County, other cities regionally and more broadly as appropriate to maximize and enhance resources, processes, outcomes and membership opportunities (e.g. Chamber of Commerce, Sonoma County Alliance, Workforce Investment Board, Health Action, Juvenile Justice Coordinating Council, Upstream Investments, and California Cities Violence Prevention Network); and
   c. Exploration of opportunities for expansion of The Partnership throughout Sonoma County.

(3) Work collaboratively with Recreation & Parks to enhance Neighborhood Services programs and support alignment with the Community Safety Scorecard and implementation of the strategic goals.

PERFORMANCE MEASURE: Assess realignment and effectiveness of partner resources (i.e. funding or programs) in fulfillment of the Mission, Vision, and Values. Include performance measures on the Office of Community Engagement’s performance measure dashboard and within an annual report for The Partnership.
FOCUS AREA #4 – INVESTMENT
Ensure the strategic plan goals are reached through sustainable investment of Measure O and other funding sources.

STRATEGIC GOALS
(1) Outline and require community engagement and messaging activities for grant recipients to make clear the connection between funded programs to The Partnership and Measure O.

(2) Increase matching fund requirements of the CHOICE Grant Program and seek additional funding sources outside of Measure O (e.g. community and business groups, public and private grants and other government agencies) to support the Mission, Vision, and Values of The Partnership.

(3) Develop an evaluation system based on effective and evidence-informed youth and gang violence prevention strategies for all funded programs with a focus on performance and achieving mission-driven outcomes. Partner with the County of Sonoma’s Department of Human Services to include outcome measures based upon the Human Development Index\(^1\) within the Portrait of Sonoma.

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PERFORMANCE MEASURE: Set metrics to report and monitor activities and goals of The Partnership on the Office of Community Engagement’s performance dashboard.

PERFORMANCE MEASURE: Ensure 50% of Office of Community Engagement’s Measure O and General Fund annual budget for The Partnership is allocated to community-based and school programs in alignment with the strategic plan goals, annual priorities, and program initiatives directed by the Steering Committee and accepted by the Measure O Citizen’s Oversight Committee and Santa Rosa City Council.

PERFORMANCE MEASURE: Funds that become available to the Office of Community Engagement for The Partnership are prioritized and invested based upon the annual strategic plan priorities.

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\(^1\) The Human Development Index (HDI) was created by the United Nations in 1990 to emphasize that people and their capabilities should be the ultimate criteria for assessing the development of a country, not economic growth alone. HDI measures Life Expectancy, Knowledge, and Standards of Living. 
http://hdr.undp.org/en/content/human-development-index-hdi
FOCUS AREA #5 – ORGANIZATIONAL DEVELOPMENT

Strengthen The Partnership’s organizational structure to support the implementation of the strategic goals.

STRATEGIC GOALS

(1) Review the Organizational Structure of The Partnership to assess its effectiveness and revise as warranted.

   Considerations include:
   
   a. formalization of membership selection criteria and appointments;
   b. clarification of roles and expectations of committee participants;
   c. evaluation of meeting structure and frequency;
   d. establishment of annual goal setting processes for committees and teams; and
   e. clarification of team leadership roles and succession planning.

(2) Review and revise the Strategic Plan to ensure continuous alignment of strategic goals and resources with the Mission, Vision, and Values, including:

   a. Measure O Implementation Plan; and
   b. Program Staffing Plan to ensure it is reflective of and in support of the strategic plan.

PERFORMANCE MEASURE: Create a reporting mechanism to monitor progress of the strategic plan, measure outcomes, and align with the Community Safety Scorecard and HDI measured in the Portrait of Sonoma.