
Oxnard ALLIANCE for Community Strength
◆ Oxnard, California ◆



Action Plan
April 2011 – 2014

Developed by Prevention
Institute in close
partnership with the
Oxnard Alliance
with funding from
The California Endowment
and the City of Oxnard

*This Action Plan guides the implementation of the Oxnard SAFETY
Blueprint and the Consejos report.*

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Purpose and use of this document

This document is designed to guide implementation over three years of the Oxnard Strategic Action Framework for Empowered & Thriving Youth (SAFETY) Blueprint and the Community Wisdom Narrative: Consejos Report (Consejos Report). It is based on a rigorous planning process which informed the development of the Oxnard SAFETY Blueprint and Consejos Report. While the Action Plan is intended as a 3 year guide, it is also grounded in an understanding that due to shifts in the environment and other unknown factors, priorities in Oxnard may change. Therefore, during the implementation process, action steps may need to be adapted to reflect those shifts.

For each prioritized goal area, this document provides the prioritized strategies that emerged out of planning as well as activities culled from the Oxnard SAFETY Blueprint and Consejos Report. To support the work of the Task Forces in implementation, each goal area is followed by a detailed matrix that contains a set of action steps as well as a timeline. This section is followed by an overview of the structure of the Oxnard Alliance for Community Strength (the ALLIANCE), descriptions of the subcommittees and task forces, as well as the roles and responsibilities associated with the ALLIANCE and its subgroups. Items detailed in this section provide guidance to the overall ALLIANCE and its subgroups to ensure progress, accountability, and overall success.

Background

The Oxnard Alliance for Community Strength: The ALLIANCE is a collaborative between the City of Oxnard and County of Ventura and is co-chaired by Oxnard's Mayor Thomas E. Holden and County of Ventura Supervisor Kathy Long. The ALLIANCE leadership includes Oxnard's Mayor Pro Tem Andres Herrera and County of Ventura Supervisor John Zaragoza. The purpose of the collaborative is to prevent violence in Oxnard, and better utilize resources. Further, the ALLIANCE strives to reflect the voice of the community, and its intention is to include representatives from all sectors of the community. Within its membership, the structure of the ALLIANCE is comprised of a policy team and a technical team. The policy team oversees the overall mission and direction of the ALLIANCE. The technical team oversees the implementation of the policies and strategies of the ALLIANCE.

The SAFETY Blueprint: Initiated by the ALLIANCE, the SAFETY Blueprint was developed in 2008 during a six-month process with the participation and input of the ALLIANCE Planning Group made up of key community stakeholders. The purpose of the SAFETY Blueprint is to describe the range of elements needed in Oxnard to increase positive outcomes for young people, and consequently, to also reduce violence, shift social norms and promote safety for all. More specifically, it can inform and guide a coordinated and collaborative effort among multiple, diverse sectors and the community that spans a prevention, intervention, and enforcement/suppression continuum supported by strong community engagement. The objectives delineated in the Blueprint reflect the priorities that emerged in the planning process, which are supported by the recommended strategies to promote positive youth development and address violence in Oxnard. Additionally, outcome measures, which will indicate whether the objectives have been achieved, were identified.

The Community Wisdom Narrative: Consejos Report: The Consejos Report represents a synthesis of community wisdom that emerged during an extensive community-input process. In 2008, the Oxnard Family Power Project, a project funded by The California Endowment to capture the community's voice, organized and facilitated over a dozen community conversations called "Learning

Circles” to discuss the causes of violence and solutions for preventing violence, especially as it relates to youth. Learning Circles were composed of groups of concerned persons brought together to tap into personal experience, to clarify common concerns, and to determine how to address the issues surrounding violence. The Circles included adults in selected neighborhoods, parents and teachers, youth, and service providers who work with youth and families. Policy makers and law enforcement participated in a final Learning Circle in May 2008. Over the course of several sessions participants expressed their thoughts and feelings about violence, ideas about how to prevent violence, and the vision they hold for their communities. The Consejos Report represents a synthesis of the community wisdom that emerged from these discussions.

The Action Plan: The goals, strategies, and activities of the SAFETY Blueprint and Consejos Report were prioritized for this Action Plan through a process strongly informed by community input via surveys and focus groups. The community input phase of the process was guided by ad hoc committees focused on youth, families, schools, and citywide goals. Taking into account community input and content in both the SAFETY BluePrint and the Consejos Report that inform how the strategies will be implemented, the ad-hoc committees recommended prioritization of strategies for inclusion in the Action Plan. These committees also made recommendations based on the community input to inform the action planning process.

The ALLIANCE acknowledges that a strategic focus on positive outcomes for young people must recognize the interrelationship between different forms of violence. Few individuals and even fewer families experience violence as a single issue or as a discrete phenomenon. Often, different forms of violence—intimate violence, child abuse and neglect, sexual violence, gang violence, suicidal behavior—co-exist within the same home, interrelated in complicated ways. Each experience of these types of violence is a risk factor for other forms of violence.

The following ALLIANCE vision and shared values guided the development of the SAFETY Blueprint and Action Plan and will continue to guide the work ahead.

Vision

*A thriving Oxnard in which
All people feel safe and
All young people have hope and opportunity
Supported by caring adults, strong families, and empowered communities.*

Shared Values/Principles

- Together, we can help ensure that young people in Oxnard have hope and a positive sense of a future that they need and deserve.
- All young people deserve love, respect and a life of dignity.
- Prevention, intervention and enforcement/suppression are all important and viable elements of a continuum to promote positive youth development and reduce violence. We will strive to provide supports as early in the continuum as possible; however, if someone breaks the law, there should be clear and consistent consequences, which are designed to assist young people to make better choices for positive and law-abiding life outcomes.
- Community members and youth provide an authentic voice in planning, implementation and evaluation and are critical for success and sustainability.
- The diversity of the community is an honored strength.

- Everyone has a role in promoting positive outcomes for Oxnard’s youth and safety for all.
- We are building on what is working.
- Violence is not an intractable social problem or an inevitable part of the human condition; individuals are affected by their environments in general and their families, schools, neighborhoods in particular and human beings thrive in environments where they feel safe, connected, healthy, abundant and validated.
- Our coordinated efforts will be characterized by transparency and accountability.
- Increasing positive outcomes for youth requires a lifelong commitment to continuously ensure that all youth and future generations are thriving in Oxnard.

Goals

The ALLIANCE prioritized five goals for the Action Plan. Through focus groups and surveys conducted in Spanish and English, community input guided the prioritization of strategies to achieve each goal. The following sections reflect these prioritized strategies along with activities, sample indicators, action steps, and a timeline for each of the five goals. Activities associated with the goals and prioritized strategies are from the Consejos Report and SAFETY Blueprint. Action Steps were informed by the ALLIANCE.

Goals:

- Youth Goal: Every young person in Oxnard has a caring adult in his/her life
- Families Goal: Every parent/guardian in Oxnard can foster positive relationships and home environments
- Schools Goal: All schools have coordinated support for at-risk youth
- Neighborhoods Goal: Highly-impacted neighborhoods in Oxnard are saturated with a coordinated strategy of public and private efforts across the continuum of prevention, intervention and suppression/enforcement
- City-Wide Goal: Every public and private agency and community member in Oxnard recognizes the importance and power of honoring and embracing cultural strengths and values in their homes, workplace and community to create safe and thriving environments.

Youth Goal: Every young person in Oxnard has a caring adult in his/her life

The ALLIANCE prioritized the following strategies to achieve this goal. The associated activities were culled from the Oxnard SAFETY Blueprint and the Consejos Report, both of which were developed through a process that relied on community input. When the Consejos Report provided examples of specific programming, those examples are included here in text boxes. The sample indicators have been extracted from the SAFETY Blueprint and are intended to provide guidance as to the intent of the activities. Taken together, these strategies and activities make up the content that will be the focus of the Youth Goal Task Force. The matrix on the following page delineates the action steps and timeline required to guide the task force in putting the prioritized strategies in place.

Prioritized Strategy: Quality, affordable after-school activities, such as sports, art, writing, connecting to nature, drama, dancing

Activities:

- Expand structured, school-based after-school programs.
- Expand free-time activities and foster appropriate, unstructured destinations for young people, such as affordable, cultural, social, and civic activities and safe, social gathering places.
- Establish a graduated supervision program for post-incarceration youth, including mentoring, tutoring, volunteering, and counseling activities every day from the close of school until 9pm.
- Ensure that all after-school programs foster positive social-emotional development, mutual respect and community spirit, and multicultural acceptance.
- Strengthen partnerships between schools and community resources, such as churches and local businesses, to adopt or support a structured after-school program.
- Provide affordable and accessible transportation for youth to participate in school and extracurricular activities.
- Expand City Corps to accommodate more young people including those identified as at-risk.

After school programs can include:

- Leadership and service clubs, e.g., environmental club to clean neighborhood and beaches.
- Workshop programs (e.g. skills like cooking, computer skills, or involve art, poetry, creative writing and other expressive mediums) that involve parents
- Career development (including job skills-building, job etiquette, and speakers that offer a sense of job options for students)
- Cultural clubs that foster self-awareness and appreciation of personal culture
- High school peer advisor or buddy program between middle and high schools
- Field trip opportunities to enhance students' appreciation of local resources (e.g., beach, museums or military base)
- Sports opportunities that provide scholarships or sponsor youth who can not afford to pay for uniforms etc.
- Activities that foster school spirit (e.g., organize and develop a mural project inside schools, sponsor "family fun days" at the school)

Sample Indicators (Intended to provide guidance as to the intent of the activities. Actual indicators will be selected through evaluation):

Increased youth participation in positive, pro-social activities outside school and home; youth participation in internship and apprenticeship programs; youth with meaningful jobs; quality relationships with adults; number of youth reporting at least one positive adult relationship; number of children who can name a caring adult in his/her life.

Decreased number of teens unsupervised (home alone/on the street) between 3 and 6 pm.

Prioritized Strategy: Enhance and support mentoring programs that link at-risk youth to positive adults, experiences, and opportunities

Activities:

- Foster understanding in the community about the importance of adult relationships to children and provide model relationships
- Enhance adult involvement and presence on school campuses
- Establish school-based mentoring programs
- Enhance and expand the existing mentoring infrastructure, including conducting a needs assessment, engaging local business owners, city agencies, non-profits and the arts, identifying formerly incarcerated individuals and former gang members to serve as mentors, establishing

Mentoring programs can include:

- Older veteran ex-gang members serve as street mentors talking to and coaching young adults about why to avoid membership or how to make the break
- Young adults to mentor and coach younger youth (7 and 8 years old)
- Adults serve as mentors and teach young people marketable skills (e.g., auto repair, baking, cooking, plumbing, typing, etc.)
- A city-wide arts program including murals linking young artists and local artists in apprenticeship or mentorship programs, and creating opportunities for young people to display their artwork
- Linkages with the business sector in creating employment and internship/apprenticeship opportunities for formerly incarcerated individuals
- Paid mentorship positions for street educators

a cross-age youth mentoring program, and establishing standardized training for mentors.

Sample Indicators (Intended to provide guidance as to the intent of the activities. Actual indicators will be selected through evaluation):

Increased quality relationships with adults; number of youth reporting at least one positive adult relationship; number of children who can name a caring adult in his/her life.

Decreased truancy rates; substance abuse or dependency; youth entering the juvenile justice system.

Youth Goal: Every young person in Oxnard has a caring adult in his/her life
(The following delineates action steps for the Task Force.)

Youth Goal: Action Steps	Year 1				Year 2				Year 3				
Task Force formation/orientation: Establish a Task Force and adequately prepare Task Force members for work in the goal area	•												
Needs and asset analysis: In order for the Task Force to select appropriate activities for prioritization and identify where they should be put in place (e.g. at specific schools, age groups, etc.), an analysis needs to take place which includes: getting a sense of what is already in place in Oxnard (through an inventory such as a survey of ALLIANCE members, summit meeting, outreach to known providers, etc.) and determining which populations are in greatest need (e.g. middle school students, youth affiliated with the juvenile justice system, youth with incarcerated parents, etc.). Limited resources may prevent all activities from being implemented in all of Oxnard, therefore it is important to identify those populations in most need. Based on this information, the Task Force should identify which activities should be prioritized for implementation and where they should take place (e.g. increased mentoring services for youth in middle schools).	•	•	•										
Prioritization of activities and populations: Based on needs/asset analysis, prioritize activities, primary population(s) focus, and key partners to engage to move forward; look for “early wins” and build on the momentum of strengths and current activities			•										
Service provider network: Identify and tap into existing partners and networks to coordinate efforts and share best practices (e.g. mentoring programs, after-school providers, etc.)			•	•									
Resource development: Identify existing resource needs including funds for service delivery and training, and staffing needs to the Funding and Sustainability and Technical Team.			•		•								
Make information available: Publicize services in both Spanish and English (e.g. via website) to address community desire to be better informed of available services and resources and to ensure that all service providers are aware of potential referrals.				•									
Coordinate delivery: Work with those “on the ground” and tap into volunteer groups to ensure activities are reaching those in need			•	•									
Establish protocols and MOUs: as needed (e.g. establish MOUs between the juvenile detention facility and mentoring services to enhance mentoring programs for youth in the Ventura County Juvenile Facility, etc.)				•	•	•	•	•					
Outreach and recruitment: Engage participants from populations identified in the gap analysis and match to appropriate activities.			•	•									

Youth Goal: Every young person in Oxnard has a caring adult in his/her life
(The following delineates action steps for the Task Force.)

Address barriers to participation in services (e.g. transportation cost)												
Develop outcomes: Establish outcomes and 6 month benchmarks for efforts in the goal area; use sample indicators as a starting point				•								
Quality standards: Conduct research and convene a group of providers to establish quality standards for activities					•	•	•	•				
Train service providers: Identify the service providers who need training in order to better serve those identified in the gap analysis and to advance the goal area and prioritized strategies and associated activities, develop and coordinate trainings (e.g. training for after-school providers on fostering positive socio-emotional development and the importance of adult relationships with children)					•	•	•	•				
Reporting: Quarterly updates to the ALLIANCE, twice-yearly updates to the Policy Team, and post meeting notes	•	•	•	•	•	•	•	•	•	•	•	•
Local policy analysis: Identify barriers to services and resources and make recommendations about policy and organizational practice changes to overcome those barriers						•						
Evaluation: Monitor the progress of efforts in the goal area against the standards, benchmarks, and outcomes set by the Task Force				•				•				•

Families Goal: Every parent/guardian in Oxnard can foster positive relationships and home environments

The ALLIANCE prioritized the following strategies to achieve this goal. The associated activities were culled from the Oxnard SAFETY Blueprint and the Consejos Report, both of which were developed through a process that relied on community input. When the Consejos Report provided examples of specific programming, those examples are included here in text boxes. The sample indicators have been extracted from the SAFETY Blueprint and are intended to provide guidance as to the intent of the activities. Taken together, these strategies and activities make up the content that will be the focus of the Families Goal Task Force. The matrix on the following page delineates the action steps and timeline required to guide the task force in putting the prioritized strategies in place.

Prioritized Strategy: Parents/guardians supporting each other

Activities:

- Establish peer support groups where parents can learn parenting skills from one another
- Develop among all families basic understanding and skills that enhances their ability for community self-help organizing.
- Partner with service agencies, community organizations, churches, youth sport organizations, and schools to co-sponsor parent workshops and meetings
- Infuse fatherhood and male responsibility programs into peer settings with men and boys

Skills to share can include:

- How to network with family, friends and neighbors to support each other.
- Computer technology and the use of the web. This will enable more residents or parents to communicate with each other via the web.

Sample Indicators (Intended to provide guidance as to the intent of the activities. Actual indicators will be selected through evaluation):

Increased number of parents who have the skills to foster positive relationships and home environments; time youth spend with parents and family; number of parents reading daily to their children; community supports for parents.

Decreased rates of domestic violence; foster/out of home placements.

Prioritized Strategy: Opportunities to learn new parenting skills that include how children learn and develop

Activities:

- Integrate parenting skills and child development classes into pre- and post-natal healthcare and other settings for parents.
- Ensure that parent trainings foster an understanding of healthy childhood development, developmental stages, and child-rearing practices.
- Ensure that parent trainings and workshops that are available in places and times that are convenient for parents. Options include: schools require a mandatory parent education workshop and other optional workshops that are scheduled after work and/or on weekends; businesses endorse and support parent education—perhaps even host parent education courses at work during lunch hour; service agencies provide lobby education via DVDs on subjects essential to families. Probation currently provides DVD in lobby regarding drug use prevention. Expand the topics shown to include such items as raising healthy families, etc.

Topics for parenting skills classes can include:

- How to give love and develop the esteem of our children
- Preparing children and family for success
- Understanding the current realities of children and youth
- How to use a computer and text messaging
- How to identify when our children are having problems
- How to promote respect, tolerance and diversity appreciation

Sample Indicators (Intended to provide guidance as to the intent of the activities. Actual indicators will be selected through evaluation):

Increased number of parents who have the skills to foster positive relationships and home environments; number of children who can name a caring adult in his/her life; time youth spend with parents and family; number of parents reading daily to their children; community support for parents and families.

Decreased rates of domestic violence; foster/out of home placements.

Families Goal: Every parent/guardian in Oxnard can foster positive relationships and home environments
(The following delineates action steps for the Task Force.)

Families Goal: Action Steps	Year 1				Year 2				Year 3			
Task Force formation/orientation: Establish Task Forces and adequately prepare Task Force members for work in the goal area	•											
Needs and asset analysis: In order for the Task Force to select appropriate activities for prioritization and identify where they should be put in place (e.g. at specific community sites, etc.), an analysis needs to take place which includes: getting a sense of what is already in place in Oxnard (through an inventory such as a survey of ALLIANCE members, summit meeting, outreach to known providers, etc.) and determining which populations are in greatest need. Limited resources may prevent all activities from being implemented in all of Oxnard, therefore it is important to identify those populations in most need. Based on this information, the Task Force should identify which activities should be prioritized for implementation and where they should take place (e.g. peer support programs for single parents, etc.).	•	•	•									
Prioritization of activities and populations: Based on needs/asset analysis, prioritize activities, primary population(s) focus, and key partners to engage to move forward; look for “early wins” and build on the momentum of strengths and current activities			•									
Service provider network: Identify and tap into existing partners and networks to coordinate efforts and share best practices (e.g. parent leadership group, etc.)			•	•								
Resource development: Identify existing resource needs including funds for service delivery and training, and staffing needs to the Funding and Sustainability and Technical Team.			•		•							
Make information available: Publicize services in both Spanish and English (e.g. via website) to address community desire to be better informed of available services and resources and to ensure that all service providers are aware of potential referrals.			•									
Coordinate delivery: Work with those “on the ground” and tap into volunteer groups to ensure activities are reaching those in need			•	•								
Establish protocols and MOUs: as needed				•	•	•	•	•				
Outreach and recruitment: Engage participants from populations identified in the gap analysis and match to appropriate activities. Address barriers to participation in services (e.g. childcare)			•	•								
Develop outcomes: Establish outcomes and 6 month benchmarks for efforts in the goal area; use sample indicators as a starting point				•								
Quality standards: Conduct research and convene a group of providers to establish quality standards for activities					•	•	•	•				

Families Goal: Every parent/guardian in Oxnard can foster positive relationships and home environments

(The following delineates action steps for the Task Force.)

Train service providers: Identify the service providers who need training in order to better serve those identified in the gap analysis and to advance the goal area and prioritized strategies and associated activities, develop and coordinate trainings (e.g. training for parents to build their capacity so that they can lead peer support groups for parents)					•	•	•	•				
Reporting: Quarterly updates to the ALLIANCE, twice-yearly updates to the Policy Team and post meeting notes	•	•	•	•	•	•	•	•	•	•	•	•
Local policy analysis: Identify barriers to services and resources and make recommendations about policy and organizational practice changes to overcome those barriers						•						
Evaluation: Monitor the progress of efforts in the goal area against the standards, benchmarks, and outcomes set by the Task Force				•				•				•

Schools Goal: All schools have coordinated support for at-risk youth

The ALLIANCE prioritized the following strategies to achieve this goal. The associated activities were culled from the Oxnard SAFETY Blueprint and the Consejos Report, both of which were developed through a process that relied on community input. When the Consejos Report provided examples of specific programming, those examples are included here in text boxes. The sample indicators have been extracted from the SAFETY Blueprint and are intended to provide guidance as to the intent of the activities. Taken together, these strategies and activities make up the content that will be the focus of the Schools Goal Task Force. The matrix on the following page delineates the action steps and timeline required to guide the task force in putting the prioritized strategies in place.

Prioritized Strategy: Motivational programs for students that encourage personal development

Activities:

- Integrate skills training into the school curriculum to promote youth development and prevent violence, including, violence prevention skill development, anti-oppression curriculum to increase diversity awareness, awareness of the realities of gang life, and life skills training.
- Support and expand programs that are specifically directed to enhancing youth personal and leadership development.
- Programs for students to motivate personal development. Institute regular and ongoing motivational programs for the students including guest speakers, service and cultural clubs, after-school learning activities, etc.
- Foster safe and positive school climates for all students and school staff, regardless of race/ethnicity, sexual orientation, learning style or learning ability.

Youth development programs can include:

- Programs that provide youth an opportunity to develop themselves and a sense of community responsibility
- Programs that provide youth a safe space for interacting with other youth while encouraging their pursuit of education

Sample Indicators (Intended to provide guidance as to the intent of the activities. Actual indicators will be selected through evaluation):

Increased feelings of attachment/commitment to school; academic achievement; graduation rates.
Decreased truancy rates, youth entering the juvenile justice system; substance abuse or dependency; bullying.

Prioritized Strategy: Identify and support young people at risk of gang involvement

Activities:

- Provide appropriate coordinated services, including case management, across multiple sectors and organizations for at-risk youth and their families to reduce the possibility of school failure, violence, and/or gang involvement and to increase the possibility of positive outcomes. Build on existing mechanisms such as the Student Attendance Review Board (SARB) and the Truancy Habits Reduced, Increasing Valuable Education (THRIVE) program.
- Coordinate diagnostic systems and practices across sectors, community groups and parents, to identify at-risk and early gang-affiliated youth.
- Support and train teachers, giving teachers the opportunity to plan together and develop their skills for building student self-esteem.
- Create a welcoming environment for parents/caregiver involvement on school campuses.
- Involve parents rather than the criminal justice system among first or youthful offenders to emphasize the parent involvement approach.
- Establish a school protocol and monitoring system to follow-up on non re-registered kids and to re-engage youth back into schools.
- Expand mental health and substance abuse services to be available at earliest intervention stages.

Trainings for teachers can include:

- Using cultural events for community building
- Developing respect for differences
- Teacher-parent communication
- Handling challenging students.

- Conduct socialization training for highly gang-involved individuals.
- Also: see Prioritized Strategy “Enhance and support mentoring programs that link at-risk youth to positive adults, experiences, and opportunities.”

Sample Indicators (Intended to provide guidance as to the intent of the activities. Actual indicators will be selected through evaluation):

Increased feelings of attachment/commitment to school; academic achievement; graduation rates; parental involvement in schools; rate of parents’ attendance at teacher conferences; number of at-risk youth connected to relevant services and programs.

Decreased truancy rates; youth entering the juvenile justice system; substance abuse or dependency.

Schools Goal: All schools have coordinated support for at-risk youth
(The following delineates action steps for the Task Force.)

Schools Goal: Action Steps	Year 1				Year 2				Year 3				
Task Force formation/orientation: Establish Task Forces and adequately prepare Task Force members for work in the goal area	•												
Needs and asset analysis: In order for the Task Force to select appropriate activities for prioritization and identify where they should be put in place (e.g. at specific schools, age groups, etc.), an analysis needs to take place which includes: getting a sense of what is already in place in Oxnard (through an inventory such as a survey of ALLIANCE members, summit meeting, outreach to known providers, inventory already going on in the schools, etc.) and determining which populations are in greatest need (e.g. under-performing schools, schools in neighborhoods highly impacted by violence, high schools, schools identified by the district as in need of greater coordination, etc.). Limited resources may prevent all activities from being implemented in all of Oxnard; therefore it is important to identify those populations in most need. School administrators can be asked to identify the areas where they need community support; this might include holding focus groups with principals around utilizing community support within the mandates and requirements they follow, etc. Based on this information, the Task Force should identify which activities should be prioritized for implementation and where they should take place.	•	•	•										
Prioritization of activities and populations: Based on needs/asset analysis, prioritize activities, primary population(s) focus, and key partners to engage to move forward; look for “early wins” and build on the momentum of strengths and current activities			•										
Service provider network: Identify and tap into existing partners and networks to coordinate efforts and share best practices (e.g. parent leaders at schools, Parent Teacher Associations, Assistant Superintendents of Curriculum and Instruction, those who work with student support programs, etc.)			•	•									
Resource development: Identify existing resource needs including funds for service delivery and training, and staffing needs to the Funding and Sustainability and Technical Team.			•		•								
Make information available: Publicize services in both Spanish and English (e.g. via website) to address community desire to be better informed of available services and resources and to ensure that all service providers are aware of potential referrals.				•									
Coordinate delivery: Work with those “on the ground” and tap into volunteer groups to ensure activities are reaching those in need			•	•									

Schools Goal: All schools have coordinated support for at-risk youth
(The following delineates action steps for the Task Force.)

Establish protocols and MOUs: as needed (e.g. establish standard protocols and procedures for communication between school districts, agencies, and CBOs; identify and establish protocols between schools and community groups that advance the goal area, including protocols around the community service hours required for suspensions and expulsions and the inclusion of community programs to support required Rehabilitation Plans for students who have been expelled, etc.)				•	•	•	•	•				
Outreach and recruitment: Engage participants from populations identified in the gap analysis and match to appropriate activities. Address barriers to participation in services (e.g. screening/authorization for CBO service delivery on a campus)			•	•								
Develop outcomes: Establish outcomes and 6 month benchmarks for efforts in the goal area; use sample indicators as a starting point			•									
Quality standards: Conduct research and convene a group of providers to establish quality standards for activities				•	•	•	•					
Train service providers: Identify the service providers who need training in order to better serve those identified in the gap analysis and to advance the goal area and prioritized strategies and associated activities, develop and coordinate trainings (e.g. professional development for school staff on community issues and vice versa)				•	•	•	•					
Reporting: Quarterly updates to the ALLIANCE, twice-yearly updates to the Policy Team and post meeting notes	•	•	•	•	•	•	•	•	•	•	•	•
Local policy analysis: Identify barriers to services and resources and make recommendations about policy and organizational practice changes to overcome those barriers						•						
Evaluation: Monitor the progress of efforts in the goal area against the standards, benchmarks, and outcomes set by the Task Force				•				•				•

Neighborhoods Goal: Highly-impacted neighborhoods in Oxnard are saturated with a coordinated strategy of public and private efforts across the continuum of prevention, intervention and suppression/enforcement.

The activities below make up the content that will be the focus of the Neighborhood Goal Task Force. The indicators have been extracted from the SAFETY Blueprint and are intended to provide guidance as to the intent of the activities in the prevention, intervention, and enforcement/suppression continuum. The matrix on the following page delineates the action steps and timeline required to guide the task force in putting the strategy in place.

Strategy: Work with community members, service providers, and city and county partners to prioritize a neighborhood plan that spans the prevention-intervention-enforcement/suppression continuum in each of the selected neighborhoods and coordinates delivery to meet the needs and priorities of community members.

Activities: to be drawn from the SAFETY Blueprint as summarized in the following table:

	1. Prevention	2. Intervention	3. Enforcement/Suppression
Individuals/youth	<p>Activities: Expand opportunities for meaningful involvement of youth</p> <p>Caring adults: Foster meaningful one-on-one relationships between youth and adults</p>	<p>Mentoring: Enhance and support mentoring programs that link at-risk youth to positive adults, experiences, and opportunities</p> <p>Coordinated support: Develop and expand on-going and coordinated support for at-risk youth and ensure a consistent and effective/efficient system of support</p> <p>Rehabilitation/re-entry: Ensure the availability of rehabilitation/re-entry services for incarcerated youth, including support systems for youth entering a juvenile facility or probation</p> <p>Jobs: Increase opportunities for successful employment among formerly incarcerated individuals</p>	<p>Referral: Ensure that appropriate people are connected to support and services</p> <p>Diversion: Ensure immediate diversion of minor violators to intervention programs</p> <p>De-classification: Establish clear criteria and pathways for de-classification as a gang member and removal from the database</p>
Families	<p>Strong families: Strengthen the capacity of families to provide supportive home environments for young people</p>	<p>Family support: Provide case management, family support and coordinated service provisions to support families in highly-impacted neighborhoods</p>	
Schools	<p>School Connectedness: Foster school connectedness and academic success by promoting a comprehensive, asset-based approach to education</p>	<p>Strong schools: Support schools to be successful in educating all Oxnard youth</p>	

Neighborhoods	<p>Social connectedness: Foster socially connected neighborhood environments</p> <p>Economic development: Increase the availability of living wage jobs and the skills required for those jobs</p> <p>Housing: Increase the availability of affordable housing throughout Oxnard</p>	<p>Community development: Support locating commerce, services, and resources in highly-impacted neighborhoods</p> <p>Neighborhood Intervention/Outreach: Ensure a presence of known and trusted individuals and organizations in highly impacted neighborhoods to foster connections to community resources and reduce conflicts.</p> <p>Neighborhood appearance: Proactively address neighborhood blight (street lights, loitering, safety, graffiti) and reduce graffiti and neighborhood damage</p>	<p>Proactive enforcement/suppression: Continue existing, proactive enforcement/suppression efforts and examine regularly for appropriateness and make changes as needed</p> <p>Partnerships: Enhance partnerships between law enforcement and parole, and the community</p>
4. Community Engagement	<p>Empowerment: Empower residents in impacted neighborhoods to become full partners in solutions across the prevention, intervention and suppression/enforcement continuum</p> <p>Youth voice: Ensure a youth voice in solutions for Oxnard</p> <p>Community partners: Encourage strong commitment and collaboration among a broad spectrum of community partners to promote youth development and address violence, including local government, businesses, schools, faith groups, community-based organizations, the media, grassroots groups, and community residents (adults and youth)</p>		
5. Structure & systems	<p>Responsibility: <i>Leadership; Oversight; Reporting; Accountability</i></p> <p>Implementation: <i>Focused impact; Planning and prioritization; Data; Evaluation; Funding</i></p> <p>Staffing and Coordination: <i>Staffing; Coordination</i></p> <p>Training and communication: <i>Training; Information; Public campaign</i></p>		

Indicators: will be based on selected strategies and can be drawn from the following:

Prevention:

Activities: Expand opportunities for meaningful involvement of youth, **as evidenced by:** increased youth participation in positive, pro-social activities outside school and home; in internship and apprenticeship programs; and with meaningful jobs and decreased number of teens unsupervised (home alone/on the street) between 3 and 6 pm.

Caring adults: Foster meaningful one-on-one relationships between youth and adults, **as evidenced by:** increased quality relationships with adults, number of youth reporting at least one positive adult relationship, and number of parents reading daily to their children.

Strong families: Strengthen the capacity of families to provide supportive home environments for young people, **as evidenced by:** increased time youth spend with parents and family; number of parents reading daily to their children; community supports for parents and families; and living wage incomes among households in highly impacted neighborhoods and decreased rates of domestic violence and foster/out of home placements.

School Connectedness: Foster school connectedness and academic success by promoting a comprehensive, asset-based approach to education¹, **as evidenced by:** increased feelings of attachment/commitment to school; academic achievement; graduation rates; parental involvement in schools, and rate of parents' attendance at teacher conferences and decreased truancy rates.

Social connectedness: Foster socially connected neighborhood environments; **as evidenced by:** increased social cohesion and trust; community involvement in fostering safe neighborhoods; feelings of hope and opportunity; and perceptions of safety.

¹ In line with Ventura County BASICO's Call to Action "Ventura County CAREs" Report

Economic development: Increase the availability of living wage jobs and the skills required for those jobs; **as evidenced by:** increased youth participation in internship and apprenticeship programs; number of youth with meaningful jobs; number of people with skills to obtain/maintain living wage jobs; living wage incomes among households in highly impacted neighborhoods; and job opportunities for all people in Oxnard.

Housing: Increase the availability of affordable housing throughout Oxnard, **as evidenced by:** increased number of low and middle income housing units in highly impacted neighborhoods, availability of quality affordable housing; number of owner-occupied housing in Oxnard; and housing stability in highly impacted neighborhoods.

Intervention:

Mentoring: Enhance and support mentoring programs that link at-risk youth to positive adults, experiences, and opportunities, **as evidenced by:** increased quality relationships with adults and number of youth reporting at least one positive adult relationship and decreased truancy rates; substance abuse or dependency; and youth entering the juvenile justice system.

Coordinated support: Develop and expand on-going and coordinated support for at-risk youth and ensure a consistent and effective/efficient system of support, **as evidenced by:** increased number of at-risk youth connected to relevant services and programs; graduation rates; and number of multi-agency family support plans & decreased truancy rates; substance abuse or dependency; youth entering the juvenile justice system; and foster/out of home placements.

Rehabilitation/re-entry: Ensure the availability of rehabilitation/re-entry services for incarcerated youth, including support systems for youth entering a juvenile facility or probation, **as evidenced by:** increased number of at-risk youth connected to relevant services and programs; job placement for formerly incarcerated individuals; family re-entry services; and opportunities during incarceration to build education and skills toward a trade or career and decreased number of parolees re-entering the criminal justice system; youth re-entering the juvenile justice system; and substance abuse or dependency.

Jobs: Increase opportunities for successful employment among formerly incarcerated individuals, **as evidenced by:** increased job placement for formerly incarcerated individuals; number of people with skills to obtain/maintain living wage jobs; and living wage incomes among households in highly impacted neighborhoods and decreased number of parolees re-entering the criminal justice system and youth re-entering the juvenile justice system.

Family support: Provide case management, family support and coordinated service provisions to support families in highly-impacted neighborhoods, **as evidenced by:** increased number of multi-agency family support plans; graduation rates; and number of youth with meaningful jobs and decreased truancy rates, mental health problems such as PTSD and depression; youth entering the juvenile justice system; foster/out of home placements; and substance abuse or dependency.

Strong schools: Support schools to be successful in educating all Oxnard youth, **as evidenced by:** increased feelings of attachment/commitment to school; academic achievement; graduation rates; and improved test scores and decreased truancy rates.

Community development: Support locating commerce, services, and resources in highly-impacted neighborhoods; **as evidenced by:** increased community and funding resources in highly impacted neighborhoods; business development in highly impacted neighborhoods; availability of services within highly impacted neighborhoods; and positive feelings about living in specific neighborhoods.

Neighborhood Intervention/Outreach: Ensure a presence of known and trusted individuals and organizations in highly impacted neighborhoods to foster connections to community resources and reduce conflicts, **as evidenced by:** increased perceptions of safety; youth participation in positive, pro-social activities outside school and home; and number of at-risk youth connected to relevant services and programs and decreased number of teens unsupervised (home alone/on the street) between 3 and 6 pm; youth entering the juvenile

justice system; number of parolees re-entering the criminal justice system; youth re-entering the juvenile justice system; escalation of conflicts in highly impacted neighborhoods; and retaliation following violent incidents.

Neighborhood appearance: Proactively address neighborhood blight (street lights, loitering, safety, graffiti) and reduce graffiti and neighborhood damage, **as evidenced by:** increased positive feelings about living in specific neighborhoods and perceptions of safety and decreased new graffiti.

Enforcement/Suppression:

Referral: Ensure that appropriate people are connected to support and services, **as evidenced by:** increased capacity and knowledge of probation, parole and law enforcement on referral support and services and number of at-risk youth connected to relevant services and programs and decreased youth entering the juvenile justice system and substance abuse or dependency.

Diversion: Ensure immediate diversion of minor violators², who have been determined to not pose a risk to the community, to intervention programs, **as evidenced by:** increased capacity and knowledge of probation, parole and law enforcement on referral support and services and minor violators referred to appropriate services and diversion activities and decreased juvenile hall admissions.

De-classification: Establish clear criteria and pathways for de-classification as a gang member and removal from the database, **as evidenced by:** increased gang youth who are declassified and removed from database and a decrease in identified gang members on the streets.

Proactive enforcement/suppression: Continue existing, proactive enforcement/suppression efforts and examine regularly for appropriateness and make changes as needed, **as evidenced by:** increased coordination among probation, parole and law enforcement and decrease in identified gang members on the streets and in gang-related assaults and homicides.

Partnerships: Enhance partnerships between law enforcement, including probation and parole, and the community, **as evidenced by:** increased community representation from highly-impacted neighborhoods in planning and evaluation of enforcement/suppression efforts; feelings of empowerment among community; and community understanding of criteria for gang membership used in gang injunctions and continued regular attendance by community members at coordination meetings.

² Based on the Juvenile Detention Alternative Initiatives (JDAI) principles, only minors who are determined to present a risk to the safety of the community should be incarcerated. Minors who do not pose a risk to the community are immediately placed in an appropriate intervention program in the community. Such intervention programs are designed to support the minor in developing the skills and abilities necessary to make law abiding and positive life choices.

Neighborhoods Goal: Highly-impacted neighborhoods in Oxnard are saturated with a coordinated strategy of public and private efforts across the continuum of prevention, intervention and suppression/enforcement.

(The following delineates action steps for the Task Force.)

Neighborhood Goal: Action Steps	Year 1				Year 2				Year 3			
Confirm neighborhood selection: Confirm and/or modify selection of 3 prioritized neighborhoods	•											
Convene neighborhood Task Force: Task Force will be represented by people from the neighborhood sites, city, county, and neighborhood services. Task Force will meet regularly to ensure communications, implementation, maintenance of the neighborhood priorities and accountability among all participants.	•											
Identify partners in prioritized neighborhoods: Identify municipal (law enforcement, health/human services, parks and recreation, schools, elected, community associates and clubs etc.) and community partners (community-based and grassroots organizations and adult and youth residents) in each neighborhood as appropriate.		•	•									
Conduct a needs/asset assessment: Conduct a community needs/asset assessment/survey in each neighborhood to identify key concerns related to safety and violence prevention and identify community assets and include input on solutions. Conduct a youth-led survey that addresses the specific needs/assets of youth in the neighborhoods.		•										
Collect neighborhood data: Collect and map multi-jurisdictional data on each of the neighborhoods			•									
<p>Facilitate a prioritization process: Convene partners (including county departments and agencies, community groups and members, city departments, youth participants) for a prioritization process in each neighborhood, based on the process below:</p> <p>Meeting A- Orientation and Identification of Initial Priorities: Presentation of needs/asset assessment and data collection; community members discuss their concerns and needs (with an emphasis on risk and resilience factors -- Although each group will have its own priorities beyond violence prevention, the initial efforts will focus on violence prevention); participants will also discuss assets and current efforts in place; participants receive brief overview of the SAFETY Blueprint.</p> <p>Meeting B – Selection of Priorities and Activities: Present the results of the preliminary poll, affirm outcomes with</p>			•									

Neighborhoods Goal: Highly-impacted neighborhoods in Oxnard are saturated with a coordinated strategy of public and private efforts across the continuum of prevention, intervention and suppression/enforcement.

(The following delineates action steps for the Task Force.)

community members, and have a discussion among community, city, and county partners about existing resources and potential solutions. City and county agencies can share constraints and determine their commitments accordingly. Based on the outcomes of the meeting, a preliminary set of priorities and activities should be synthesized into a plan. (Note: In neighborhoods where a plan already exists, the partners should work with the current plan to expand and bolster the current violence prevention efforts.)												
Meeting C – Commitments and Selection of Neighborhood Teams: Presentation of the local plan, modification and affirmation from participants, delineation of commitments from county agencies/departments and others, and selection of neighborhood team members												
Identify Technical Assistance and Communications needs of each neighborhood.			•	•								
Convene neighborhood Task Force: Task Force will be represented by people from the neighborhood sites, city, county, and neighborhood services. Task Force will meet regularly to ensure communications, implementation, maintenance of the neighborhood priorities and accountability among all participants.				•								
Select measurable outcomes for each neighborhood plan and determine the data collection and evaluation efforts needed to show progress towards outcomes.				•								
Evaluate efforts: Establish an evaluation framework and a plan for evaluation in each neighborhood. Evaluate results to identify what’s working and to modify efforts that are not working.				•				•				•
Implement the local plan: Based on activities identified through the prioritization process, engage partners, garner commitments, convene players as needed for coordination, and take actions.				•	•							
Convene neighborhood stakeholders: To keep community stakeholders informed and engaged, convene those involved in initial planning process and other interested individuals.				•				•				•
Present progress: Present progress reports to the ALLIANCE quarterly and the Policy Team twice-yearly	•	•	•	•	•	•	•	•	•	•	•	•

City-Wide Goal: Every public and private agency and community member in Oxnard recognizes the importance and power of honoring and embracing cultural strengths and values in their homes, workplace and community to create safe and thriving environments.

The ALLIANCE prioritized the following strategies to achieve this goal. The associated activities were culled from the Oxnard SAFETY Blueprint and the Consejos Report, both of which were developed through a process that relied on community input. When the Consejos Report provided examples of specific programming, those examples are included here in text boxes. The sample indicators have been extracted from the SAFETY Blueprint and are intended to provide guidance as to the intent of the activities. Taken together, these strategies and activities make up the content that will be the focus of the City-Wide Goal Task Force. The matrix on the following page delineates the action steps and timeline required to guide the task force in putting the prioritized strategies in place.

Prioritized Strategy: Foster cross-culture, own culture, and multi-generational understanding and relations through more cultural events, schools, and public arts programs, along with the police being trained to work effectively with people from diverse cultures and traditions.

Activities:

- Develop cultural programs in schools that use cultural awareness to enhance self-esteem, community appreciation, and multi-cultural understanding.
- Enhance the number of cultural events in Oxnard to promote cross-culture, own culture, and multi-generational understanding.
- Establish a city-wide arts program including murals and establishing links between young artists and local artists in apprenticeship or mentorship programs, and creating opportunities for young people to display their artwork.
- Integrate cross-cultural and multi-generational understanding into existing programs and initiatives.
- Increase the amount of information that is available in the languages of the people of Oxnard.
- Enhance partnerships and trust relationships between law enforcement, including probation and parole, and the community. Examples include: establishing coordinated efforts among law enforcement, public and private service providers and community- and faith-based groups, establishing regular community dialogues and activities between law enforcement and community members, establishing connections with youth, and/or utilize bilingual foot patrol officers that walk neighborhood and develop one-to-one relationships that foster community understanding and trust.
- Expand cultural diversity training for police to focus on youth-related issues and trainings to support respectful community and youth relations for all police officers.

Cultural programs can include:

- Year-long calendar of cultural activities and programs that foster understanding of different cultures, e.g., African-American Heritage Month, Hispanic Heritage Month, Days of the Dead, Gay Awareness Month, etc.
- Support the development of student cultural clubs that can assist in developing awareness of their cultures by sharing dance and music.
- Use specific cultural traditions like Days of the Dead to foster understanding of how various cultures honor their ancestors.
- Organize activities that involve parents providing lessons on the best of their cultural traditions.

Cultural diversity trainings for police can include:

- Viewing people beyond stereotypes.
- Developing rapport and trust (use of *conocimiento* and respect).
- Working with family systems.
- Addressing power differential between officers and civilians.
- Understanding the impact of “generational poverty” or the dynamics of EL NO. For example, a person may have tremendous difficulty maintaining eye contact given their generational experience of poverty or being victim of the myriad of social messages that communicate “no vales”, you have no value.

Sample Indicators (Intended to provide guidance as to the intent of the activities. Actual indicators will be selected through evaluation):

Increased social cohesion and trust; community involvement in fostering safe neighborhoods; relationships across generations; understanding of and respect for different cultures.

Decreased bullying; racial slurs; community complaints on institutional oppression; feelings of exclusion; disrespect across cultures.

Prioritized Strategy: Community members, including youth, participate in community conversations about programs and services to create safe environments

Activities:

- Empower residents in impacted neighborhoods to become full partners in solutions across the prevention, intervention and suppression/enforcement continuum.
- Expand and strengthen linkages across neighborhood-based organizations and groups (i.e. church, recreational, local business, neighborhoods groups).
- Create a communication system such as a website for agencies to access information, and establish communication links to the community.
- Foster leadership opportunities for youth in civic and community engagement, such as a city youth commission, City Council youth representatives, and community-based peer mentors.

Sample Indicators (Intended to provide guidance as to the intent of the activities. Actual indicators will be selected through evaluation):

Increased social cohesion and trust; community involvement in fostering safe neighborhoods; community and youth voice in planning for violence prevention, intervention, enforcement/suppression activities; youth representation from highly-impacted neighborhoods in planning; participation of youth in decision-making processes; regular attendance of community members including youth in planning meetings; feelings of empowerment among community; established formal decision-making channels and advisory bodies for youth; balanced representation of community members in the ALLIANCE.

Decreased community complaints on institutional oppression; feelings of exclusion.

Examples of leadership opportunities for youth include:

- Establish a city youth advisory council to inform prevention/intervention/enforcement efforts in Oxnard.
- Build and develop a youth-led city government structure with wide youth participation and representation at every level. Create a governance body to oversee this effort, similar to the First 5 Model, that has the authority to make programmatic and budget decisions.
- Youth neighborhood councils. Provide training on the benefits and “how’s” to develop neighborhood councils. Initiate the organization of youth neighborhood councils that can plan for activities that support neighborhood clean-ups, family connections and teen involvement.

City-Wide Goal: Every public and private agency and community member in Oxnard recognizes the importance and power of honoring and embracing cultural strengths and values in their homes, workplace and community to create safe and thriving environments.

(The following delineates action steps for the Task Force.)

City-Wide Goal: Action Steps	Year 1				Year 2				Year 3			
Task Force formation/orientation: Establish Task Forces and adequately prepare Task Force members for work in the goal area (e.g. establish peer mentor systems for those new to the table)	•											
Needs and asset analysis: In order for the Task Force to select appropriate activities for prioritization and identify where they should be put in place (e.g. at specific community sites, etc.), an analysis needs to take place which includes: getting a sense of what is already in place in Oxnard (through an inventory such as a survey of ALLIANCE members, summit meeting, outreach to known providers, faith communities, neighborhood councils, cultural organizations etc.) and determining which populations are in greatest need (e.g. mono-lingual Spanish speaking, the Mixteco community, etc.) Limited resources may prevent all activities from being implemented in all of Oxnard; therefore it is important to identify those populations in most need. Based on this information, the Task Force should identify which activities should be prioritized for implementation and where they should take place (e.g. increased opportunities for youth leadership).	•	•	•									
Prioritization of activities and populations: Based on gap analysis, prioritize activities, primary population(s) focus, and key partners to engage to move forward; look for “early wins” and build on the momentum of strengths and current activities			•									
Service provider network: Identify and tap into existing partners and networks to coordinate efforts and share best practices (e.g. neighborhood councils, leaders in the faith community, community organizers, etc.)			•	•								
Resource development: identify existing resource needs including funds for service delivery and training, and staffing needs to the Funding and Sustainability and Technical Team			•		•							
Make information available: Publicize services in both Spanish and English (e.g. via website) to address community desire to be better informed of available services and resources and to ensure that all service providers are aware of potential referrals.				•								
Coordinate delivery: Work with those “on the ground” and tap into volunteer groups to ensure activities are reaching those in need (e.g. Retired Senior Volunteer Program ,)			•	•								
Establish protocols and MOUs: as needed (e.g. establish MOUs between the juvenile detention facility and mentoring services to				•	•	•	•	•				

City-Wide Goal: Every public and private agency and community member in Oxnard recognizes the importance and power of honoring and embracing cultural strengths and values in their homes, workplace and community to create safe and thriving environments.

(The following delineates action steps for the Task Force.)

enhance mentoring programs for youth in the Ventura County Juvenile Facility, etc.)												
Outreach and recruitment: Engage participants from populations identified in the gap analysis and match to appropriate activities. Address barriers to participation in services (e.g. transportation cost)			•	•								
Develop outcomes: Establish outcomes and 6 month benchmarks for efforts in the goal area; use sample indicators as a starting point				•								
Quality standards: Conduct research and convene a group of providers to establish quality standards for activities					•	•	•	•				
Train service providers: Identify the service providers who need training in order to better serve those identified in the gap analysis and to advance the goal area and prioritized strategies and associated activities, develop and coordinate trainings (e.g. training for after-school providers on fostering positive socio-emotional development and the importance of adult relationships with children)					•	•	•	•				
Reporting: Quarterly updates to the ALLIANCE, twice-yearly updates to the Policy Team and post meeting notes	•	•	•	•	•	•	•	•	•	•	•	•
Local policy analysis: identify barriers to services and resources and make recommendations about policy and organizational practice changes to overcome those barriers						•						
Evaluation: Monitor the progress of efforts in the goal area against the standards, benchmarks, and outcomes set by the Task Force				•				•				•

Subcommittees and Task Forces

The three subcommittees described below are functional in nature, with one dedicated to each of the following three areas: community outreach and engagement, funding and sustainability, and data and evaluation. The Policy Team may approve the establishment of additional subcommittees should such a need arise during the span of this Action Plan. Any additional approval of subcommittees will be described in an addendum to the document. The five Task Forces described below focus on each of the five goal areas, with one focused on each goal area: youth, families, schools, neighborhoods, and city-wide. To reinforce a unified youth voice through this initiative and within each goal area, a Youth Advisory Council is also described below. A Technical Team member will be part of each subcommittee and Task Force in order to ensure adequate communication between the groups and other ALLIANCE activities and priorities. In the SAFETY Blueprint the ALLIANCE adopted a consensus decision making model which will be utilized in moving forward with the Action Plan.

Outreach and community engagement subcommittee

Charge: Ensure that Oxnard community members are engaged as full partners in solutions across the prevention, intervention and suppression/enforcement continuum.

Membership/Tenure: Up to 12 members of the ALLIANCE who are willing to commit for a minimum of one-year terms.

Chair: Co-chaired subcommittee, one co-chair is an Oxnard community member and the other is a service provider.

Action Steps:

- Establish a communication system between the ALLIANCE and the community, such as formal and informal community associations, clubs etc.
 - Identify and recruit community members into ALLIANCE membership.
- Expand ALLIANCE membership to include more sectors of the Oxnard community, such as, businesses, public health, community-based organizations and youth.
- Encourage and support community members to participate on the Task Forces.

Funding and sustainability subcommittee

Charge: Identify and establish stable funding sources to support implementation of elements in the Action Plan.

Membership/Tenure: This is a subcommittee of the Technical Team, consisting of 3-4 members. Membership determined by consensus of the Technical Team. Membership to be reviewed annually.

Chair: Chair is determined by consensus of the Technical Team.

Action Steps:

- Delineate existing funding sources for preventing violence in Oxnard and assess opportunities for alignment with Action Plan.
- Review and assess the following potential funding sources for viability, fit, and sustainability:
 - *Designated county resources:* Explore opportunities for designated funding in the county budget.
 - *Designated city resources:* Explore opportunities for designated funding in the city budget.
 - *Agency and department contributions:* Explore opportunities for agencies and departments to align existing resources to support implementation of the violence prevention programmatic and services recommendations and the activities of the coordinator, such as training events and campaigns.
 - *In-kind staffing:* Identify relevant agencies and departments that might contribute in-kind staffing to support the implementation of the Action Plan.

- *Government and foundation grants*
- *Federal and State appropriations:* explore opportunities to bring state and federally appropriated dollars into the city or county to support efforts and to bolster local initiatives.
- *Filing, registration, and license fees:* Assess opportunities to add incremental fees that could support violence prevention efforts. In many cases, these might include adding fees associated with the costs of violence and investing these into prevention. For example, court fees associated with violence and assault charges could be increased. Whatever fees are deemed appropriate, it is critical that they not displace current funding for prevention and treatment. For example, a portion of marriage license fees support domestic violence programs and these levels should remain intact.
- *Private contributions:* Explore a mechanism through which private contributions can be made to support violence prevention efforts in the City and County and contributors can feel confident that their contributions are being used efficiently and effectively.
- *Business/Corporate support:* Explore opportunities for business/corporate contributions or in-kind support.

Data and evaluation subcommittee

Charge: Establish data systems that are coordinated and enable effective tracking of selected indicators and milestones, and that will enable good decision-making across departments and agencies while informing policy and ensure effective evaluation of process and outcomes, while ensuring that ongoing evaluation informs and strengthens efforts.

Membership/Tenure: This is a subcommittee of the Technical Team, consisting of 3-4 members. Membership determined by consensus of the Technical Team. Membership to be reviewed annually.

Chair: Chair is determined by consensus of the Technical Team.

Action Steps:

- Oversee the development of an evaluation plan designed to measure the stated indicators for success
- Assess efforts on a regular basis to ensure progress and report findings to the ALLIANCE
- Establish a mechanism for sharing and coordinating pertinent data across multiple agencies and departments
- Ensure that the data supports effective communication
- Establish coordinated data systems that enable tracking and evaluation of the indicators/milestones to inform decisions and policy development

Youth Advisory Council

Charge: Identify themes (opportunities and challenges) across the Task Forces and work to advance youth as full partners in solutions across the prevention/intervention/enforcement efforts in Oxnard

Membership/Tenure: Youth Advisory Council includes youth representatives from each of the five task forces, as well as representatives from youth groups established throughout the community, such as City Corps, PAL Youth Council, etc. Membership will include adult mentors and be reviewed annually.

Chair: Youth Advisory Council will be co-chaired by two youth and determined by consensus of the Youth Advisory Council

Action Steps:

- Meet bi-monthly to discuss opportunities and challenges, including those emerging across the Task Forces
- Advise the Technical Team quarterly so that the Technical Team can incorporate a youth perspective into the work they are advancing
- Strengthen youth leadership capacity by instituting train- the- trainer into workshops

- Foster leadership opportunities for youth in civic and community engagement, such as a city youth commission, City Council youth representatives, and community-based peer mentors

Task Forces

Charge: Advance the goal area, by identifying the action steps which will advance the prioritized strategies, assess when the Task Force might be able to take on additional prioritized strategies (as identified in Appendix A).

Membership/Tenure: The Task Force will consist of 10-15 members, preferably to include 2 youth. Membership consists of both service providers and people who are members of the community the providers serve. Decisions will be made by consensus. Members are requested to participate in a minimum of 3 meetings within 6 months in order to be a part of the consensus-building process to ensure they are adequately oriented in purpose and function of the Task Force. In addition to the members participating in the consensus-building process, meetings are open to the public, and everyone present can participate in discussions and provide input. The ALLIANCE will reach out to specific “asset groups” and “gate keepers” already connected to relevant networks to encourage their representation on the Task Forces. The Task Forces will meet monthly and a minimum one year membership commitment is requested.

Chair: Task Forces will be co-chaired with at least one co-chair representing the Goal Area (e.g. the Schools Goal Task Force will have one co-chair from the school system)

Action Steps:

- Refer to Action Steps Matrix within specific goal areas for a complete list of action steps

Roles and Responsibilities

The ALLIANCE contains a number of subgroups that relate to a number of functions. Roles and responsibilities below are provided for each of the subgroups.

- **Policy Team:** consists of city, county, school, faith and community based organization decision makers who guide the direction of the ALLIANCE.
 - Set policy in regards to violence prevention, intervention and enforcement/suppression
 - Provide resources to implement established policy and practices
 - Provide direction to the Technical Team
 - Meets quarterly
- **Technical Team:** assigned by the Policy Team to implement and oversee day to day operations of ALLIANCE activities and act as a conduit between the Policy Team and ALLIANCE members.
 - Make recommendations to the Policy Team
 - Implement policy and practices as directed by the Policy Team
 - Ensure the coordination of city, county, and community resources in prevention, intervention, suppression and community engagement efforts in order to maximize effectiveness
 - Promote communication among ALLIANCE partners
 - Ensure communication across task forces as needed
 - Address funding and sustainability needs
 - Research the evolving field and stay informed about the current trends in the field of preventing violence, gang violence, and youth development.
 - Research foundation and government grants; assist with the writing, preparation and submittal of grants as directed by the Funding and Sustainability Subcommittee; monitor grants and progress
 - Oversee and coordinate data collection and evaluation
 - Ensure project accountability

- Meet regularly
- The ALLIANCE Partners: consist of all agencies, organizations, and individuals who are interested in promoting the mission, vision and goals of the ALLIANCE.
 - Share updates across members
 - Receive Task Force updates
 - Provide input on emerging challenges and existing assets
 - Suggest solutions to challenges
 - Provide input on prioritization of strategies, systems and structure as needed to achieve Action Plan outcomes
 - Recruit new members
 - Serve on Task Forces as needed
 - Meet quarterly
- Task Forces: work groups assigned to make Action Plan recommendations under specific goal areas.
 - Inventory existing community services pertinent to assigned goal area
 - Identify what is missing to fully accomplish the established strategies
 - Prioritize activities to achieve established strategies under the assigned goal area. If there is a need to identify/prioritize new activities or select additional strategies from the list in Appendix A, submit these as recommendations to the Technical Team.
 - Report back to the general membership with recommended actions necessary to fully achieve the identified activities
 - Meet monthly, with one year membership commitment
- Subcommittees: work on specific issues/areas of focus and make recommendations to the Technical Team and ALLIANCE members.
 - Conduct research, engage in activities and advise the Technical Team and ALLIANCE membership regarding any particular ongoing issues
 - Ensure community outreach and engagement in ALLIANCE activities to achieve goals
 - Meet monthly, with one year membership commitment
- Ad-hoc Planning Team: meet as needed when specific, limited time-frame opportunities unrelated to the goal areas arise
 - Meet as needed
 - Report back to the general membership with updates and with recommended actions as appropriate

Additional Functions

In addition to the roles and responsibilities described above, there are other functions, some ongoing and some that will emerge periodically, noted here for consideration by the Policy and Technical Teams in order to assist with prioritization. There are multiple ways to achieve success in these areas, such as through volunteer resources, in-kind staffing, etc. These have been included given their importance, however it is important to note that currently, no specific funding has been identified for these functions, nor have these roles been designated to particular staff or volunteers.

- Coordination and Implementation Functions: Prepare and disseminate agendas for ALLIANCE meetings; record and disseminate notes at meetings; support subcommittees (schedule meetings; identify location, prepare agendas, document outcomes); prepare initiative updates quarterly for the ALLIANCE; carry out the work to achieve the goals between Task Force meetings (including inventory of existing programs and initiatives in Oxnard for each prioritized strategy); coordinate

trainings to ensure all providers have necessary skills as directed by the Task Forces (including identify trainers, participants, and scheduling trainings); conduct background research as needed to support the work of subcommittees and Task Forces (e.g. standards); engagement of key partners; tracking progress across initiatives; ensuring adequate communication and synergy across different areas.

Appendix A: Prioritized Strategies by goal area

The following strategies were prioritized by the ALLIANCE's Ad-hoc committees based on the criteria delineated below. The committees were formed to shape the community input process and to make recommendations on priorities for the action plan to implement the SAFETY Blueprint and Consejos Report.

Criteria

Criteria for rank ordering of strategies were selected and prioritized by the ad hoc committee in the following order:

- Honors community input
- Realistic and achievable
- Greatest impact on reducing/preventing violence
- Sustainability
- Considers multi-cultural input
- Possibility of adequate funding
- Likelihood of achieving stated goal
- Addresses a gap; builds on strengths
- Research-based
- Accessible/Affordable services

Goal 1: Every young person in Oxnard has a caring adult in his/her life

- 1) Quality after-school
- 2) Mentoring programs
- 3) Training for adults to interact with youth
- 4) Clean, safe places, such as parks, for play and extra-curricular activities for youth
- 5) Employment for youth, including job skill development

Goal 2: Every parent/guardian in Oxnard can foster positive relationships and home environments

- 1) Peer support for parents and guardians
- 2) Parenting skills
- 3) Community education about available services
- 4) Families participate in meaningful school and community activities
- 5) Case management, family support and coordinated services

Goal 3: All schools have coordinated support for at-risk youth

- 1) Programs for students that encourage personal development
- 2) Programs to support young people at risk of gang involvement
- 3) Strengthen student-teacher and parent-teacher relations
- 4) Students get training in preventing violence and avoiding gangs
- 5) Discipline strategies that support constructive engagement rather than exclusion/punishment

- 6) Youth get safely to and from school

Goal 4: Every public and private agency and community member in Oxnard recognizes the importance and power of honoring and embracing cultural strengths and values in their homes, workplace and community to create safe and thriving environments.

- 1) Foster cross-culture, own culture, and multi-generational understanding and relations through more cultural events, schools, and public arts programs, along with the police being trained to work effectively with people from diverse cultures and traditions
- 2) Community members, including youth, participate in community conversations about programs and services to create safe environments
- 3) Organization and agency staff are trained to better serve people from diverse cultures and traditions
- 4) Information is available in Spanish and other languages

Appendix B: Policy Team and Technical Team Members

Policy Team Members:

Mayor Thomas Holden, City of Oxnard
Mayor Pro Tem Andrés Herrera, City of Oxnard
Supervisor Kathy Long, County of Ventura
Supervisor John Zaragoza, County of Ventura
Police Chief John Crombach, City of Oxnard
Mark Varela, Ventura County Chief Probation Officer
Director Mike Powers, Ventura County Health Care Agency
Director Barry Zimmerman, County of Ventura Human Services Agency
Juvenile Court Judge Manuel Covarrubias, County of Ventura
District Attorney Greg Totten, County of Ventura
Sheriff Bob Brooks, County of Ventura
Superintendent Dr. Bob Carter, Oxnard Union High School District
Acting Superintendent Glenston Thompson, Oxnard School District
Superintendent Dr. Nancy Carroll, Ocean View School District
Superintendent Dr. Jerry Dannenberg, Hueneme Elementary School District
Superintendent Sherianne Cotterell, Rio School District
Stanley Mantooh, County of Ventura Superintendent of Schools
President, Dr. Richard Duran, Oxnard College
Marisa Martinez, Parents of Murdered Children
Director Elaine Curry, Partnership for Safe Families & Communities of Ventura County
Dave Wilson, Clergy Council

Technical Team Members:

Efren Gorre, City of Oxnard, Community Services Manager, City Corps
Alan Hammerand, County of Ventura, Probation Agency, Chief Deputy
Grace Magistrale Hoffman, City of Oxnard, Deputy City Manager
Sonia Kroth, County of Ventura, Human Services Agency, Community Relations Manager
Barbara Marquez-O'Neill, Community Consultant Prevention and Intervention Strategies
Mike Matlock, Gang Prevention Coordinator
Edgar Mohorko, Youth Outreach & Gang Intervention Consultant
Gil Ramirez, City of Oxnard, Recreation Superintendent

Appendix C: Methodology

Action Plan Methodology: The Action Plan was developed through a year long process from June 2009 to June 2010.

- **Goal Selection:** At the ALLIANCE Meeting in June 2009, more than 60 ALLIANCE members voted to select the 5 goals for the Oxnard Action Plan. They also provided input on which neighborhoods should be selected for the Neighborhoods Goal.
- **Shaping Community Input:** Prevention Institute worked with the Ad-hoc committees to develop a process for collecting community input to prioritize strategies in 4 of the goal areas (youth, families, schools, and city-wide).
- **Community Input:** Through more than 500 community surveys and 6 focus groups in English and Spanish with Oxnard youth, parents, and seniors, Prevention Institute collected community input on the strategies aligned with each goal area.
- **Presentation of Community Input and Selection of Criteria for Strategy Prioritization:** Prevention Institute presented the community input results at the ad-hoc committees' second meeting and facilitated the ad-hoc committees' selection of criteria for prioritizing strategies.
- **Prioritizing strategies:** Taking into account community input, the above-mentioned criteria, and content in both the SAFETY BluePrint and the Consejos report that inform how the strategies will be implemented, the ad-hoc committees recommended prioritization of strategies for inclusion in the action plan in rank order.
- **Finalization of prioritized strategies:** The Policy Team took the recommendations of the ad-hoc committees into account and finalized a rank-order of prioritized strategies in the 4 goal areas.
- **Selecting the Activities:** For each prioritized strategy in each of the four goal areas (youth, families, schools, and city-wide) that the ad-hoc committees worked on, Prevention Institute merged the language of the SAFETY Blueprint and the Consejos report into a set of activities.
- **Shaping Systems and Structures:** Working with the top two prioritized strategies in each goal area, the ALLIANCE made recommendations around the various systems and structures that needed to be put in place in order to implement the Action Plan in a meeting facilitated by Prevention Institute.
- **Final Action Plan:** The final product of the Action Plan represents the synthesis of data, community and ALLIANCE input and the priorities of the City of Oxnard to support the positive development of their youth.

SAFETY Blueprint Methodology: The SAFETY *Blueprint* was developed through a six-month period from November 2007 to April 2008. The process consisted of the following eight components:

- **Workplan Creation:** Prevention Institute worked with the ALLIANCE technical team to develop a workplan matrix for the strategic planning process.
- **Document review:** Prevention Institute conducted a document review of existing youth and gang violence prevention plans of California cities. The purpose of the review was to identify best practices and models, so as to build on what is working.
- **Individual and Group Interviews:** Prevention Institute interviewed over 60 people in Oxnard, including 18 individual interviews with key stakeholders and 45 high school students, who were divided into four focus groups. The interviews aimed to provide information on the reasons why young people join gangs or engage in violence, and to identify the efforts that are working and those that need strengthening in Oxnard.
- **Planning Group Meetings:** The ALLIANCE Planning Group, comprised of over 30 representatives from the City of Oxnard, County of Ventura, law enforcement, public health, education, faith, community-based organizations and youth, participated in monthly strategic planning meetings over the period of three months. Together, the group worked to develop a vision and guiding principles, and to review, refine and prioritize the objectives and strategies of the *Blueprint*.

- **Technical Team Meetings:** The ALLIANCE technical team held monthly phone meetings with Prevention Institute to assess and provide feedback on the on-going planning process.
- **Synthesis and Review:** The outcome from meetings and findings from the document review and interviews were reviewed and synthesized to inform the agenda of the planning meetings and the final *Blueprint*.
- **Feedback on Draft Blueprint:** Throughout the process, feedback from the ALLIANCE technical team and planning group members was solicited and incorporated into the working draft and final iteration of the *Blueprint*.
- **Final Blueprint:** The final product of the *Blueprint* represents the synthesis of data, community and planning group input and the priorities of the City of Oxnard to support the positive development of their youth.

Consejos Report Methodology: Over the course of several months in 2007 and 2008, the Oxnard Family Power Project served as a catalyst for community dialogues around the issue of youth and gang violence. The Project sought to engage the community in structured communities utilizing a multi-sector, collaborative, asset-based approach. The process of engagement involved a popular education model specifically designed to be culturally relevant for the Latino community who formed over 90% of the participants. The voice of the community is “heard” through the Consejos Report through years of experience, revealed fears, and new found hope.

During 2008, the Oxnard Family Power Project organized and facilitated over a dozen Learning Circles to discuss the causes of violence and solutions for preventing violence, especially as it relates to youth. Learning Circles were composed of groups of concerned persons brought together for facilitated conversations designed to tap personal experience, to clarify common concerns, and to determine how to address the issues surrounding violence. The Circles included adults in targeted neighborhoods, parents and teachers, youth, and service providers who work with youth and families. Policy makers and law enforcement participated in a final Learning Circle in May 2008. Over the course of several sessions participants expressed their thoughts and feelings about violence, ideas about how to prevent violence, and the vision they hold for their communities. The Consejos Report represents a synthesis of the community wisdom that emerged from these discussions.

The development of the Action Plan was facilitated by Prevention Institute with support from The California Endowment and the City of Oxnard. Prevention Institute worked in close partnership with the Technical Team to plan the process and finalize the Action Plan.



Prevention Institute is a non-profit national center dedicated to improving community health and well-being by building momentum for effective primary prevention. Primary prevention means taking action to build resilience and to prevent problems before they occur. The Institute's work is characterized by a strong commitment to community participation and promotion of equitable health outcomes among all social and economic groups. Since its founding in 1997, the organization has focused on injury and violence prevention, traffic safety, health disparities, nutrition and physical activity, and youth development. (www.preventioninstitute.org).