



CITY OF SANTA BARBARA

COUNCIL AGENDA REPORT

AGENDA DATE: August 3, 2010

TO: Mayor and Councilmembers

FROM: City Administrator's Office

SUBJECT: Authorization To City Administrator To Execute Memorandum Of Understanding (MOU) With the Community Action Commission For The South Coast Task Force On Youth Gangs Effort

RECOMMENDATION:

That Council authorize the City Administrator to execute the Memorandum of Understanding with the Community Action Commission.

DISCUSSION:

As Council is aware, for the last 16 months, and now under the banner of the South Coast Task Force on Youth Gangs, south coast community representatives have been engaged in a public process to develop a strategy to stop youth gang violence in Santa Barbara's south coast.

In September 2009 community stakeholders unanimously approved proceeding with a plan focused on enforcement, intervention and prevention of youth gang violence. Unfortunately, due to the national economic downturn, the process stopped short of the fund raising efforts.

Since October 2009 the City of Santa Barbara assigned an Interim Coordinator to keep the process moving. With the Interim Coordinator's departure in February 2010, we needed to take our efforts to the next level.

In December 2009, the South Coast Gang Youth Gang Task Force Leadership and Executive Councils approved proceeding with plans to procure funding to hire a full-time coordinator and to find a host agency to serve as the fiscal agent and employer of record.

Earlier this year, after careful consideration, the Community Action Commission agreed to serve as the Host Agency for the south coast effort if funding from partner agencies was secured to hire a full-time coordinator.

The Coordinator will be responsible for establishing collaborative efforts in the south coast. The position will coordinate with the many non-profit social service and philanthropic agencies who are working together on this important issue.

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To fund this effort, the County of Santa Barbara and the Cities of Goleta and Carpinteria were asked to join the City of Santa Barbara to contribute funds. To arrive at a simple and effective way of determining an appropriate amount to be requested from the cities and the county, we assumed a contribution of seventy-five cents per resident, as follows:

Agency	Population	X \$0.75 /resident	Annual Share
City of Santa Barbara	90,305		67,729
Unincorporated County South Coast:	67,245		50,434
City of Goleta:	30,400		22,800
City of Carpinteria:	14,271		10,703
Annual Share from Local Government			<u>151,666</u>
In-kind contribution from CAC			<u>25,964</u>
Total			<u>\$177,630</u>

We have received funding commitments from all but the City of Carpinteria. We will return to the City of Carpinteria in the coming weeks to consider our request.

We acknowledge and appreciate the contributions from our partners during these tough economic times. The problem of youth gang violence in our community will not just go away on its own. Unless we intervene and work together on this complex issue, as a region, we do not have a chance at solving the problem.

This is a community-wide problem; with the partnership we are forming with the CAC we can undertake a community-wide approach with no one single agency carrying the entire burden.

We appreciate that the Community Action Commission has agreed to serve as the Host Agency. With a county-wide presence and a track record of success, the CAC is well-qualified and respected to take on this challenge.

BUDGET/FINANCIAL INFORMATION:

Funds have been appropriated as part of the City Administrator's Office budget.

ATTACHMENT: MOU with Community Action Commission

PREPARED BY: Marcelo A. López, Assistant City Administrator

SUBMITTED BY: James L. Armstrong, City Administrator

APPROVED BY: City Administrator's Office

**SOUTH COAST TASK FORCE ON YOUTH GANGS
SPONSORS AND HOST AGENCY MEMORANDUM OF UNDERSTANDING**
July 2010

This Memorandum of Understanding, herein after referred to as "MOU," is entered into in the City of Santa Barbara, California on this 1st day of July, 2010.

The term of this MOU shall from July 1, 2010 through June 30, 2011.

Under terms of this MOU the Community Action Commission of Santa Barbara County, hereinafter referred to as "CAC-Host Agency" and funding sources, hereinafter referred to as "Sponsors," agree to work cooperatively to further the strategy of the South Coast Task Force on Youth Gangs, hereinafter referred to as the "SCTF on Youth Gangs."

Program agents and service providers subscribing to the goals and objectives of the South Coast Task Force on Youth Gangs have expressed their support and are referred to as "Program Partners" in this agreement.

FUNDING SOURCES

The funding sources, "Sponsors," include:

- County of Santa Barbara
- City of Santa Barbara
- City of Goleta
- City of Carpinteria

CAC-HOST AGENCY

CAC-Host Agency, on behalf of Sponsors and the SCTF on Youth Gangs agrees to:

- Subscribe to the guiding principles (Attachment A) and Vision (Attachment B) goals and objectives of the South Coast Task Force on Youth Gangs
- Serve as the Fiscal Agent and maintain accounting documents according to standard and acceptable accounting practices to annually report on the sources and uses of funds in compliance with the program budget
- Serve as the employer of record for the Task Force Coordinator
- Provide on-site supervision to the "Task Force Coordinator" selected by the SCTF on Youth Gangs to carry out its programs and general duties outlined in the Coordinator's job description, Attachment C –
- Guide the Task Force Coordinator to work with Program Partners to:
 - Subscribe to the idea of creating a synergistic effect by leveraging from each other's program and resources and client services towards the common goal of ending youth gang violence

- Coordinate efforts to accomplish mutual objectives
- Breakdown barriers that have prevented coordination
- Provide in-kind support as shown in the program budget, Attachment D
- Receive additional funds from Sponsors or other sources for operations, fund matching, internal operations or subcontracting
- Assist with the coordination of the CalGRIP grant activities at the program level with the administrative grant responsibilities retained by the City of Santa Barbara

SPONSORS

Sponsors agree to:

- Provide funds as shown in the program budget, Attachment B subject to the applicable and required budgetary approval process of each sponsor.
- Make a commitment to procure funds, on an annual basis, to secure a five year funding stream, with the City of Santa Barbara serving as the lead agency in this effort
- Establish an Executive Committee to:
 - Select, hire, evaluate, promote, discipline, and/or release the Task Force Coordinator, with the assistance of the CAC Executive Director
 - Directly or through the CAC Executive Director, provide policy direction to the Coordinator
 - Work through the CAC Executive Director to provide day-to-day supervision of the Task Force Coordinator
- Include the CAC Executive Director in the Executive Committee
- Comply with the policies and procedures of the CAC-Host Agency
- Support efforts to expand linkages and coordination with youth gang program service providers
- Support the work of the Coordinator as outlined in the job description – Attachment C

TERMINATION

This MOU may be terminated by either party, with or without cause, upon ninety (90) days prior written notice to the other party. Any notice of termination shall specify the effective date of such termination.

INDEPENDENT CONTRACTOR

CAC-Host Agency, its employees, and agents are independent contractors and not employees of any of the Sponsors for any purpose whatsoever.

ASSIGNMENT

Neither party may transfer or assign this MOU without the written consent of the other party, which consent may be withheld at the absolute discretion of the party from whom consent is sought.

NONDISCRIMINATION

CAC-Host Agency agrees to be bound by the terms and conditions of nondiscrimination.

AMENDMENT

This MOU contains the entire agreement of the parties. No additional term or modification may be effected except as provided in writing, signed by the parties to this MOU.

Host Agency:

Fran Forman
Executive Director
Community Action Commission

Sponsors:

James L. Armstrong
City Administrator
City of Santa Barbara

Mike Brown
County Administrator
County of Santa Barbara

Dan Singer
City Manager
City of Goleta

Dave Durlinger
City Manager
City of Carpinteria

South Coast Task Force on Youth Gangs Guiding Principles

1. We need a focus on services to the target population:
 - Youth actively involved in gangs
 - Gang affiliates and potential gang members

2. We need comprehensive programs which include suppression, intervention and prevention strategies
 - We need to advocate for client specific services based on the individual needs of youth and their families, not a cookie cutter approach

3. We need to advocate for more coordination and partnerships by the agencies involved with youth gang intervention, prevention and suppression programs
 - We need to promote the availability of a youth gang case worker in every school to prevent, suppress and intervene with youth gangs
 - We need to promote a full range of services to assist the youth and his family
 - We need to not forget the female youth involved with and affected by gangs

4. We need a reliable funding stream to support programs with a track record of success or new programs that satisfy unmet needs which exhibit a potential to succeed
 - We need to build from the work of successful programs that are client driven and created through program coordination and pooling of resources
 - We need to have ability to measure program effectiveness and efficiency

5. We need to be experimental, risk takers ready to move forward accepting the premise that if all possible objections must first be overcome nothing of significance will ever be accomplished – we will have successes and failures but doing nothing should not be an option

6. We need to be patient
 - Problems didn't develop overnight
 - Solutions will not be accomplished overnight

South Coast Task Force on Youth Gangs Our Vision

- Caseworkers/Outreach Specialists work in every South Coast Junior High and High School working as “front line persons” on gang intervention, suppression and prevention. They serve as caseworkers and work with school counselors on client specific plans. While the Outreach Specialists will have school assignments, they will spend at least 25% of their time after school hours with the youth and their family. The Caseworker/Outreach Specialists will connect youth and families to support services and programs to move away from gangs.
- Our efforts focus on services to the target population, namely, youth actively involved in gangs, gang affiliates, and youth at risk of becoming gang members
- We will reduce youth gang violence and the number of active youth gang members and associates will drop over time. Objectives will be set, and measured to confirm successes and the need to change direction.
- There will be a cooperative partnership by the organizations that provide services yielding synergistic results. We will work as a team to coordinate south coast prevention, intervention and suppression efforts to stamp out youth gangs in the south coast. Leadership will come from schools, service providers and law enforcement agencies.
- There will be a mechanism for early identification of youth potentially affected by gangs. The schools will take the lead in school based prevention programs.
- There will be client specific services based on the individual needs of youth and their families, and not a cookie cutter approach. Programs will include a full range of s services to assist the youth and his family. Independent third parties will conduct the program assessments to increase the confidence in results.
- There will be a funding stream to support programs with a track record of success or which satisfy unmet needs. We will build from the work of successful programs that are client driven and created through program coordination and pooling of resources. Independent third parties will conduct the program assessments to increase the confidence in results.

**SOUTH COAST TASK FORCE ON YOUTH GANGS
TASK FORCE COORDINATOR**

*Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are **not** intended to reflect all duties performed within the job.*

DEFINITION

Appointed by the Executive Council, the position serves as the lead staff to the South Coast Task Force on Youth Gangs Leadership and the Executive Councils; reports to an Executive Committee of the South Coast Task Force on Youth Gangs Executive Council.

SUPERVISION RECEIVED AND EXERCISED

Receives direction from an Executive Committee of the South Coast Task Force on Youth Gangs.

Exercises direct supervision over professional staff.

ESSENTIAL FUNCTION STATEMENTS – *Essential duties may include, but are not limited to, the following:*

Essential Functions:

1. Facilitate the meetings of the South Coast Task Force on Youth Gangs Leadership Council and the Executive Council.
2. Implement strategies to accomplish the guiding principles of the South Coast Youth Task Force Prevention, Intervention and Suppression Strategies.
3. Engage the community in the development of a comprehensive and unified strategy to address the root causes of youth violence and gang affiliation.
4. Soundly communicate and work with a wide range of community groups.
5. Adapt and improvise as community needs and conditions warrant
6. Promote and facilitate the linkages and coordination of youth gang prevention, intervention and suppression program operators with the goal of accomplishing better coordination, program effectiveness and efficiencies and synergistic effects of youth gang programs. Note: The Coordinator is not expected to manage client programs.
7. Identify gaps in services and programs targeting youth gangs.

Essential Functions (continued):

8. Look for opportunities over time for the SCGTF to connect with other efforts underway to eradicate youth gang violence.
9. Monitor youth gang programs to achieve program goals and objectives; recommend program adjustments and improvements based on client needs.
10. Develop an evaluation tool to accurately measure the effectiveness of the comprehensive strategy and its individual components.
11. Support the development of grants and proposals to secure public and private funds for youth gang prevention, intervention and suppression programs.
Note: The Coordinator is not expected to manage client programs.
12. Assist the Executive Council to procure and distribute “partnership” and “pilot program” funds to South Coast youth gang prevention, intervention and suppression program operators with the goal of accomplishing better results.
13. Develop and implement public information initiatives to promote the participation of youth gang members in program activities, inform the community on program efforts and needs, and secure necessary program funds, resources, and support.
14. Prepare and present periodic and annual reports to Policy and Executive Councils which focus on planned versus actual performance, program results and measurable action plans with goals and objectives for the coming year.
15. Develop action plans; develop and administration of the budget.
16. Prepare and present the five year milestone report.
17. Perform related duties and responsibilities as required.

QUALIFICATIONS

Knowledge of:

- Operations, services and activities of a youth gang program, neighborhood services, and social programs.
- Principles of budget preparation and control.
- Development of grants and proposals to secure funds.
- Public relations practices and techniques.
- Modern office procedures, methods and computer equipment.
- Principles of business letter writing and professional report preparation.
- Pertinent Federal, State, and local laws, codes and regulations.

Ability to:

Supervise, organize, and review the work of professional and technical personnel.

Select, supervise, train and evaluate staff.

Interpret and explain City policies and procedures.

Identify resource information pertinent to community and neighborhood needs.

Promote youth gang prevention programs.

Respond to requests and inquiries from the general public.

Prepare clear and concise reports.

Communicate clearly and concisely, both orally and in writing.

Establish and maintain effective working relationships with those contacted in the course of work.

Maintain physical condition appropriate to the performance of assigned duties and responsibilities which may include the following:

- *Walking, standing or sitting for extended periods of time*
- *Operating assigned equipment*

Maintain effective audio-visual discrimination and perception needed for:

- *Making observations*
- *Communicating with others*
- *Reading and writing*
- *Operating assigned equipment*

Experience and Training Guidelines

Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Experience: TBD

Training: TBD

Equivalent to a Bachelors degree from an accredited college or university with major course work in social science, social work, public administration, or a related field.

WORKING CONDITIONS

Environmental Conditions:

Office/neighborhood center/recreation facility/neighborhood environment; works with computers.

Physical Conditions:

Positions in this class require frequent walking and standing; the ability to lift/carry objects weighing up to 25 pounds, stoop, and crouch, reach for and handle various pieces of equipment. Position may require maintaining physical condition necessary for sitting for prolonged periods of time.

Attachment D

SCTF on Youth Gangs Budget

Salaries:		Sponsor Contribution	CAC In-kind	Total
Program Director	1 FTE	80,080		80,080
Executive Office Manager	5%	2,357	2,357	4,713
Executive Director	5%		6,759	6,759
Human Resource Director	3%		3,053	3,053
Controller	5%		5,105	5,105
Total Salaries		82,437	17,273	99,710
Fringe Benefits @ 34%		<u>28,028</u>	<u>5,873</u>	<u>33,901</u>
Total Salaries & Benefits		110,465	23,146	133,611
Operating Expenses:				
Local Mileage	10,000 @ .50	5,000		5,000
Out of Town Travel		1,500		1,500
Space Rent	325 sq ft @ 1.47	5,733		5,733
Equipment Rental (fax, copier)			325	325
Equipment Office Supplies(computer, office equipm3n5		3,500		3,500
Office Supplies		500		500
Telephone - Cell		600		600
Telephone - Land		200	300	500
Liability Insurance		75	75	150
Meeting Expenses		750		750
Staff Training		550	150	700
Recruitment Costs		200		200
Advertisement		500		500
Other Cost		<u>10,585</u>		10,585
Total Operating Expenses		<u>29,693</u>	<u>850</u>	<u>30,543</u>
Total Direct Costs		140,158	23,996	164,154
Indirect Cost @ 8.2%		<u>11,493</u>	<u>1,968</u>	<u>13,461</u>
Total Cost		<u>151,666</u>	<u>25,964</u>	<u>177,630</u>

South Coast Task Force on Youth Gangs

City/County Contribution Formula
 Factor: \$0.75 per resident
 June 2010

Agency	Population	Annual \$ Share
City of Santa Barbara	90,305	67,729
City of Carpinteria	14,271	10,703
City of Goleta:	30,400	22,800
Unincorporated County South Coast:	67,245	50,434
Annual Share from Local Government		\$151,666
In-kind contribution by CAC:		\$ 25,964
Annual budget:		\$177,630