



County of Kern

Mike Maggard, Supervisor – Co-Chair
Karen Goh, Supervisor
Staff: Dick Taylor



City of Bakersfield

Rudy Salas, Councilmember – Co-Chair
Russell Johnson, Councilmember
Jacquie Sullivan, Councilmember
Staff: Steven Teglia

REGULAR MEETING OF THE JOINT CITY/COUNTY STANDING COMMITTEE TO COMBAT GANG VIOLENCE

August 16, 2012 - 10:00 a.m.
Kern County Board of Supervisors Chambers
1115 Truxtun Avenue, Bakersfield, CA 93301

AGENDA

ROLL CALL

1. Public Presentations

This portion of the meeting is reserved for persons to address the Committee on any matter not on this agenda but under the jurisdiction of the Committee. Committee members may respond briefly to statements made or questions posed. They may ask a question for clarification, make a referral to staff for factual information or request staff to report back to the Committee at a later meeting. Also, the Committee may act to direct the staff to place a matter of business on a future agenda. Please state your name and address for the record before making your presentation. SPEAKERS ARE LIMITED TO TWO MINUTES.

2. KC Sheriff, KC Probation and Bakersfield Police Dept. handouts with updated data and comparison to last period. Commentary only if there have been significant changes.

3. Project 180/Prevention Update

4. Discuss and take action on Strategic Plan 2012 Update

4. Q & A / Discussion

5. Committee Member Announcements or Reports

ADJOURNMENT

AMERICANS WITH DISABILITIES ACT (Government Code Section 54953.2)

Disabled individuals who need special assistance to attend or participate in a meeting of the Joint City/County Standing Committee to Combat Gang Violence may request assistance at the County Administrative Office, 1115 Truxtun Avenue, Bakersfield, or by calling (661) 868-3198. Every effort will be made to reasonably accommodate individuals with disabilities by making meeting materials available in alternative formats. Requests for assistance should be made five (5) working days in advance wherever possible.



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**REGULAR MEETING OF THE JOINT CITY/COUNTY
STANDING COMMITTEE TO COMBAT GANG VIOLENCE**

May 24, 2012 - 10:00 a.m.
Bakersfield City Council Chambers
1501 Truxtun Avenue, Bakersfield, CA 93301

MINUTES

ROLL CALL

1. Public Presentations

Kim Albers from Garden Pathways distributed their annual report and noted some key statistics contained within in.

Manuel Carisalez with Stay Focused Ministries distributed information and gave an update regarding their activities. He stated that there is to be a community outreach event on June 10, 2012.

2. Committee Member Announcements or Reports

None

3. Bakersfield Police Department Update (Police Chief, Greg Williamson)

Lieutenant Gomez, who oversees the gang unit, gave an update on the Safe Streets Partnership. There are 19 officers in 2 details that provide 7-day per week coverage. There have been 2 call-ins this year, and 2 more are scheduled. A newly implemented strategy is a night walk, where the community gathers together and walks through areas that have been subjected to gun violence.

Committee member Goh stated that she participated in a night walk, and that it is a positive strategy.

Committee Co-Chair Maggard asked if the agency has noticed any difference in the behavior and effectiveness of gangs now that some of the leaders are incarcerated. Lieutenant Gomez said that yes, there is a difference.

Lieutenant Mullins spoke about grants the Department has received, and the use of the funding to benefit intervention and prevention programs. The Department applied for the funds under the CalGrip Grant in 2009. Of the \$382,000 received, \$182,000 was retained for suppression efforts. The remainder was allocated towards prevention and intervention efforts. In 2010, \$200,000 was received, \$59,000 of which was retained by the Department for suppression and \$141,000 was delegated to other agencies for prevention and suppression. All of these grant monies require a 100% match, which is supplied by the Department.

The Department received a grant from the State in the amount of \$132,000. This amount will be allocated to organizations who apply with the understanding that they will continue to commit to the Safe Streets Partnership. The grant will be awarded in increments up to \$5,000 each. The information will be available by June 4, 2012.

Committee Co-Chair Salas asked that the City Council and Kern County Board of Supervisors be informed about additional night walks that will take place.

Chief Williamson provided some information regarding a grant for a license plate reader that will help with the increasing numbers of auto thefts. This problem is not gang related.

4. Probation Department Update (Probation Supervisor, Jeremy Roberts)

Probation Supervisor Ryan Wegis reported that the Department has seen an increase in caseload by approximately 1,400 offenders as a result of AB 109. The last report indicated that about 433 of those probationers had some type of gang affiliation. The adult division assesses each individual to determine their risk to reoffend. They are referred to either the day reporting center for services or Employers Training Resources for employment guidance.

Committee member Johnson asked if Employers Training Resources may be able to expand to deal with the needs of realignment. Committee Co-Chair Maggard replied that they are the victims of narrowing resources the same as other agencies.

Committee member Goh suggested that all agencies partner together to apply for grants that might offer employment training.

Chief Williamson stated that Employers Training Resources is a committed participant in the Safe Streets Partnership.

5. Kern County Sheriff's Department Update (Deputy, Richard Hudson)

This item was heard second.

Deputy Hudson showed a PowerPoint and gave a report detailing the efforts and responsibilities of the Department's gang unit for cases in the metropolitan Bakersfield area, not within City limits. There has been a reduction in violent crime in

County areas, and it is a direct result of targeting individuals, and working with other groups and organizations to bring those individuals to trial. There has been a more effective use of time and resources.

A destabilization within the gang organizations is seen now that the main shot callers have been incarcerated. However, there are still some veteran gang members who are not actively involved in criminal activities, but still teach younger members how to avoid arrest and prosecution.

With the reorganization of AB 109, more federal prisoners are now in County facilities. It is something that should be looked at.

6. Q & A / Discussion

Committee Co-Chair Maggard stated that the cooperative effort of all local law enforcement agencies is successful. He would also like to see the same joint energy applied towards crime prevention efforts such as Neighborhood Watch. Chief Williamson said that that can be done.

Committee member Goh asked where the newly discharged prisoners are being released and when the first point of contact is to discuss potential services. Probation Supervisor Wegis said that most are typically transported by bus to the Greyhound Station. They then have two days to report to the Probation Department for evaluation.

Committee member Sullivan asked if they are evaluated before they are released from prison, and if they are provided any money before they reach their destination. Probation Supervisor Wegis said that prison authorities let local authorities know the offender's name, where they are to reside and who they will be residing with, or if they will be transient. They are provided gate money, the amount of which is based upon any job they may have held in prison.

Committee member Johnson stated that some downtown property owners may be interested in establishing an intake center near the Greyhound Station.

Committee Co-Chair Salas thanked everyone for coming.

ADJOURNMENT

AMERICANS WITH DISABILITIES ACT (Government Code Section 54953.2)

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Gang Violence in Kern County: A Strategic Plan

2012 Update

JOINT CITY / COUNTY STANDING COMMITTEE
TO COMBAT GANG VIOLENCE

FEBRUARY 16, 2012

Kern County Board of Supervisors

Mike Maggard, Supervisor – Co-Chair
Karen Goh, Supervisor

Bakersfield City Council

Rudy Salas, Councilmember – Co-Chair
Jacquie Sullivan, Councilmember
Sue Benham, Councilmember

OUR MISSION

To reduce the level, magnitude and frequency
of gang violence within the County of Kern
and the 11 incorporated cities
within the county.

STRATEGIC PLAN CONTRIBUTORS

Lily Alvarez (Kern County Mental Health)

Sal Arias (Kern County Superintendent of Schools)

Wendy Avila (Kern County District Attorney's Office)

Ahmed Baameur (Kern County Probation)

Sheryl Barbich (Barbich Consulting)

Andrew Barling (Stockdale Learning Center)

Sarah Baron (Kern County Superintendent of Schools)

Sean Battle (Stop the Violence)

Sue Benham (City of Bakersfield Councilmember, Ward 2)

Joe Bianco (Bakersfield Police Department)

Liz Carrizalez (Stay Focused Ministries)

Manuel Carrizalez (Stay Focused Ministries)

Pat Cheadle (Kern County Human Services)

Lisa Clark (Kern County Probation)

Deanna Cloud (Kern County Mental Health)

Tom Corson (Kern County Network for Children)

Charlotte Daniel (Kern County Human Services)

Dustin Downey (Kern County Sheriff's Department)

Terry Fleming (Kern County Probation)

Jeff Flores (Supervisor Mike Maggard's Office)

Terry Foley (Community Member)

David Goh (Bakersfield Community Church)

Jordan Goh (Bakersfield High School)

Karen Goh (Kern County Supervisor, Fifth District)

Lisa Green (Kern County District Attorney)

Marsha Greenstein (Kern County Mental Health)

Greg Jehle (Bakersfield Police Department)

Kevin Keyes (Kern County Superintendent of Schools)

Mike Kirkland (Kern County Sheriff's Department)

David Kuge (Kern County Probation)

Jeanie Lopez (Kern County Probation)

Mike Maggard (Kern County Supervisor, Third District)

Lyle Martin (Bakersfield Police Department)

Francis Moore (Kern County Sheriff's Department)

Lewis Neal (Bakersfield City School District)

Matt Pontes (Kern County General Services)

Sandra Quigley (County Administrative Office)

David Reese (Kern High School District)

Rosalina Rivera (Delano Joint Union High School District)

Willie Rivera (Supervisor Michael Rubio's Office)

Rudy Salas (Bakersfield Councilmember, Ward 1)

Zane Smith (Boys & Girls Clubs of Kern County)

Renee Stancil (Boys & Girls Clubs of Kern County)

Marque Stansberry (Ebony Counseling Center)

Jacquie Sullivan (Bakersfield Councilmember, Ward 6)

Mickey Sturdivant (Mothers Against Senseless Killings)

Dick Taylor (Supervisor Mike Maggard's Office)

Steven Teglia (City Manager's Office)

Daryl Thiesen (Kern County Superintendent of Schools)

Art Titus (Kern County Public Defender)

Tommy Tunson (Arvin Police Department)

Michael Turnipseed (Kern County Taxpayers Association)

Cindy Uetz (Kern County Human Services)

Vernon Valenzuela (Veterans Assistance Foundation)

Greg Williamson (Bakersfield Police Department)

Donny Youngblood (Kern County Sheriff)

INTRODUCTION

The Kern County Gang Violence Strategic Plan represents a holistic, communitywide initiative to strategically combat gang violence within Kern County. This nationally- recognized program was first initiated in 2007. The following report provides an overview of the progress made since that time and presents objectives for the necessary and continued work ahead to improve the safety of all Kern County citizens.

STATISTICS & TRENDS

Prior to the implementation of the Kern County Gang Violence Strategic Plan in 2007, the gang violence problem in our community had reached epidemic levels. Both the City of Bakersfield and the County of Kern were experiencing a substantial number of crimes and homicides attributed to gangs in those jurisdictions. In the City, 50% of homicides in 2005, 54% of homicides in 2006, 40% of homicides in 2007 and 28% of homicides in 2008 had a direct link to gang activity. In the County, approximately 30% of the total homicides committed in 2005 and 2006 were gang-related, 44% of homicides in 2007 and 8% of homicides in 2008 were gang-related. As these statistics clearly show, the number and proportion of gang-related homicides in both Bakersfield and Kern County have decreased considerably since 2007, particularly when compared to 2005 and 2006. Sustaining these initial successes remains the difficult yet necessary challenge ahead—the ongoing security and quality of life of our community depend on it.

CONCERTED EFFORT

Historically, isolated efforts to combat the rising tide of gang violence in our community have had variable but overall ineffective results. The implementation of this Strategic Plan

represented the first genuine concerted effort by the City and County—across the Prevention, Intervention and Suppression realms—to develop a comprehensive, unified plan of attack. The aforementioned trends speak to the success of this unified front. In order to regain control of our community and continue to ensure a safe and thriving environment for our children, our priorities must be consistent and thoughtfully developed.

RECOMMENDATIONS

This strategic planning process began over five years ago with the creation of the Joint City / County Standing Committee to Combat Gang Violence. An ensuing inventory of community resources generated recommendations to fill gaps. For example, one of these recommendations was to enhance the Gang Unit within the Kern County Sheriff's Department. The County sought to establish a force that is comparable in size and scope to the one that the Bakersfield Police Department already fields within its jurisdiction. This County force is no longer a reality as budget and staffing reductions have reduced the actual number of Sheriff's gang deputies to twelve.

Only with similarly structured Gang Units are both the Sheriff's Department and the Police Department finally able to work in tandem and without experiencing the effects of having such a considerable difference in resources.

Studies have consistently shown that there is no single cause for youth gang membership. A multi-pronged and multi-faceted approach is required to address the many risk factors that contribute to the likelihood of gang membership. As such, the original Strategic Plan created a unified countywide approach that brought together private, community and government stakeholders—under the broader umbrella of prevention, intervention and suppression—to help implement a solution-based plan that offered results. The first phase of the Strategic Plan implementation is now complete, but it is only the initial step in an ongoing multi-year effort that will further unite forces behind a single cause: protect Kern County adults and children from the devastating spiritual, emotional and physical effects of gangs. Evidence of the innovative nature and success of this unique and unprecedented effort is provided by the fact

that the Kern County Gang Violence Strategic Plan received a 2008 Achievement Award by the National Association of Counties. Let our work continue...

OBJECTIVES AND RECOMMENDATIONS

To more effectively address the gang problem in Kern County, the Joint City / County Standing Committee to Combat Gang Violence was created by the County of Kern and the City of Bakersfield in Fall 2006. The primary purpose of the Standing Committee is to develop, implement and maintain a straightforward plan of attack against the root causes of gang violence. It is also charged with developing a comprehensive countywide prevention, intervention and suppression approach to reduce criminal gang activity and violence in Kern County. Additionally, the Joint Standing Committee serves first as a unifying clearinghouse for information, second to gather intelligence in the field and finally to develop and implement an ongoing comprehensive Strategic Plan to be presented to both the Kern County Board of Supervisors and the Bakersfield City Council.

The three subcommittees—Prevention, Intervention and Suppression—were tasked by the Joint City / County Standing Committee to Combat Gang Violence with developing action-oriented objectives to confront the core issues associated with gang violence in Kern County. Under each objective, in the main body of this Strategic Plan, you will find the original individual action steps and the individuals / organizations responsible for each goal. You will also find a status update for each item. Below appears a synopsis of the particular objectives that this Strategic Plan addresses:

Prevention

- Build capacity and increase effectiveness of funded programs to prevent gang involvement and violence.
- Increase availability of academic enhancement and after school programs (including literacy, tutorial and mentoring opportunities) for youth in communities with high incidences of gang violence.
- Provide substance abuse treatment opportunities for at-risk youth.
- Increase mentoring services to youth and their families who are at risk of gang

involvement and violence.

- Mobilize community members and groups to reduce gang activity and violence in communities.
- Provide skills enhancement and support for parents of at-risk youth.

Intervention

- Better leverage existing county “best practice” intervention programs.
- Build systems intervention capacity through enhanced collaboration with community- and faith-based organizations to ensure accountability of outcome based programs.
- Ensure that at-risk youth receive state-of-the-art prevention and intervention services designed to address the root causes of gang involvement.

Suppression

- Develop a process whereby local, state and federal agencies work together and share information to reduce criminal gang activity.
- Create a Target Gang Unit within the District Attorney’s Office.
- Expand Regional Gang Unit within the District Attorney’s Office.
- Ensure coordination between District Attorney’s Office and local agencies on preparing personnel as expert witnesses and the legal requirements of gang cases.
- Coordinate with local law enforcement agencies on further developing gang hotline, PSA campaigns and community involvement in suppressing gangs.
- Increase use of technology to assist in intelligence gathering and gang suppression.
- Suppress criminal activities in Kern County through continued monitoring and supervision of gang members on probation.
- Suppress criminal activities in Kern County through incarceration of gang members.

EVALUATION AND IMPLEMENTATION

Though individual measures were developed for each objective within Prevention, Intervention and Suppression, broader universal benchmarks were also established in order to gauge effectiveness of this Strategic Plan. In particular, over time, the following indicators must decrease in our community as increased elements of the Strategic Plan are approved and fully implemented:

- Number of Gang Members – Currently approximately 5,354 documented gang members in Kern County and an estimated 3,000 additional undocumented gang members
- Number of Gangs – Currently approximately 217 in Kern County, 55 of which originated in Kern County
- Number of Gang-Related Crimes / Homicides

Below appear the most recent statistics regarding actual gang-related and non gang-related homicides in Bakersfield and Kern County. Table 1 shows the total number of homicides recorded in these areas for a 3-year period. Table 2 further delineates the impact of gang violence in relation to homicides witnessed.

Table 1. Total number of homicides in metro-Bakersfield and Kern County from 2005-2008

	Bakersfield	Kern County
2008 Total Homicides	25	24
2009 Total Homicides	27	40
2010 Total Homicides	32	37
2011 Total Homicides	18	25

Table 2. Total number of gang-related homicides in metro-Bakersfield and Kern County from 2005-2008 and percentage of total homicides attributable to gang violence

	Bakersfield	Kern County
2008 Gang-Related Homicides	7 (28%)	2 (8%)
2009 Gang-Related Homicides	16 (59%)	17 (42.5%)
2010 Gang-Related Homicides	12 (37.5%)	10 (27%)
2011 Gang-Related Homicides	8 (44%)	5 (25%)

Sources: Bakersfield Police Department; Kern County Sheriff's Department

Only through deliberate attention to these benchmarks, coupled with an increased awareness of

the root causes of gang violence, will Kern County maintain an impact on the gang problem in our community.

JOINT CITY / COUNTY STANDING COMMITTEE TO COMBAT GANG VIOLENCE

On November 18, 2006, the Joint City / County Standing Committee to Combat Gang Violence hosted a half-day Special Meeting in the Board of Supervisors Chambers. For this meeting, the Standing Committee solicited input from all members of the community, particularly residents and anti-gang advocates that are on the front lines of the war against gangs. Full-group discussions, as well as break-out sessions, attempted to identify both existing gaps and resources that specifically address the gang problem in Kern County.

During the full group discussion, the Standing Committee sought to identify the perceived key root causes of gang violence (in descending order of priority):

- Family Instability / Improper Parenting
- Intergenerational Dynamics
- Hopelessness / Spiritual Disconnect / Moral Code Breakdown
- Poverty
- Lack of Education / Poor Experience with Education
- Need for Social Acceptance / Social Marginalization of Youth / Self-Identity
- Limited Positive Role Models / Media Images
- Lack of Effective or Engaging Community Programs
- Unemployment
- Prisons (“Gang Training Camps”)
- Overwhelmed and Ineffective Justice System
- Racism

Numerous community dialogues, as well as subsequent quarterly Standing Committee meetings, have also been held throughout the county that have similarly echoed these root causes. These various discussions from all sectors of the community have resulted in tremendous input that has been incorporated into this revised document. Since the development of the original Strategic Plan, the entire community has been asked to participate via the media, as well as through churches, community groups, word of mouth and other formal and informal

channels of communication. Many individuals have been involved in this process and the Standing Committee keenly seeks continued ongoing dialogue with all interested groups in the community.

In order for this Strategic Plan to be successful, the community—as well as policymakers at both the County and City level—must remain committed to embracing the spirit of this call to action. A comprehensive balanced approach of the key elements within prevention, intervention and suppression is vital to truly preserving this Strategic Plan as a “living document” that can achieve the many important milestones set forth in this document. This updated Strategic Plan is the next iteration of this communitywide effort.

PREVENTION

Prevention

Goal: *To develop a comprehensive countywide prevention approach to reduce criminal gang activity and violence in Kern County.*

Objective: <i>Build capacity and increase effectiveness of funded programs to prevent gang involvement and violence.</i>	
Measures: <i>Creation of administrative body; Implementation of at least one pilot project per social service County department; Department Head evaluations</i>	
Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Place responsibility of gang prevention services under the administration of a central administrative body (e.g. Kern County Network for Children or similar entity).— Kern County Board of Supervisors / Bakersfield City Council • Direct social service County departments to research and translate national best practices, resources and service delivery models for local implementation.— County Administrative Office • Direct social service County departments to develop holistic and innovative, outside-the-box strategies to directly address the gang plague in Kern County, including working with non-traditional community partners.— County Administrative Office • Establish process to reduce duplication of services across County departments.— County Administrative Office • Foster relationships and working partnerships between government agencies, the business community, education, community-based organizations / faith-based organizations, and neighborhood networks.— Joint City / County Standing Committee to Combat Gang Violence 	<ul style="list-style-type: none"> • Completed. Kern County Department of Human Services (DHS) oversees all contracted gang prevention services, including administering contractual and accountability obligations. • Ongoing. DHS implemented best practice recommendations by Child Welfare League of America. Works with prevention providers to institute best practices and proven service delivery models. • Ongoing. County Administrative Office working with County departments, including Human Services, to develop innovative strategies to address gang violence problem in Kern County. • Ongoing. Board of Supervisors may develop a Health Services Agency at a later time to minimize duplication of services across departments. Probation and Human Services are both involved in gang prevention and intervention activities, though services areas are not duplicative of one another. • Ongoing. Standing Committee facilitated stand-alone meetings focused on business and education interests related to gang prevention. Future meetings will address corollary issues. DHS convenes monthly planning meetings with Prevention and Intervention partners.

Prevention

Goal: *To develop a comprehensive countywide prevention approach to reduce criminal gang activity and violence in Kern County.*

Objective: *Increase availability of academic enhancement and after school programs (including literacy, tutorial and mentoring opportunities) for youth in communities with high incidences of gang violence.*

Measures: *Once initiated, programs will serve 20% more students and families on an annual basis.*

Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Secure funding for one to two countywide after-school coordinators through the Kern County Superintendent of Schools to coordinate the early identification and referral of at-risk students and their families and manage academic skill enhancement activities in targeted communities, one focusing on metropolitan Bakersfield and another focusing on outlying areas.— Board of Supervisors / Bakersfield City Council • Increase capacity of school-based, faith-based and community-based after school programs to target children at risk of gang involvement by providing teaching resources, teaching personnel, as well as training and support for existing staff.— Kern County Board of Supervisors / Bakersfield City Council • Engage churches and other faith-based organizations to mobilize individuals to read to preschool children and be reading mentors for K-3 grade children in at-risk communities.— Joint City / County Standing Committee to Combat Gang Violence / Administrator of central administrative body • Evaluate existing continuum of vocational and alternative education for at-risk youth and propose solutions.— Kern County Superintendent of Schools 	<ul style="list-style-type: none"> • Completed. Board of Supervisors allocated sufficient funding to secure two coordinators through the Kern County Superintendent of Schools / Project 180. After school programming expanded in Bakersfield and outlying areas. • Completed. KCSOS expanded capacity to deliver two evidence-based after-school curricular programs (Teaching Pro-Social Skills & Smart Moves.) After school programming expanded in Bakersfield and outlying areas. Stop the Violence provides after school activities. • Ongoing. Kern Leadership Alliance is actively pursuing opportunities for faith community to partner with schools in education-based gang violence prevention, such as reading to preschool children and assisting at-risk children in grades K-3 to become better readers. • Ongoing. Created matrix listing all school-based alternative education and vocational training opportunities. Received two federal grants to address existing vocational training gaps for at-risk youth. Grants directly address lack of opportunities in outlying communities and in high poverty areas.

Prevention

Goal: *To develop a comprehensive countywide prevention approach to reduce criminal gang activity and violence in Kern County.*

Objective: <i>Provide substance abuse treatment opportunities for at-risk youth.</i>	
Measures: <i>Creation of a youth substance abuse treatment program.</i>	
Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Develop community-based youth substance abuse treatment program through Kern County Mental Health.— Kern County Mental Health • Expand relationships with business and community-based organizations / faith-based organizations that may partner with Kern County Mental Health to resolve youth substance abuse treatment issues.— Kern County Mental Health 	<ul style="list-style-type: none"> • Completed. Established Casa de Niños (12 beds for boys) and Crews’ Home for Girls (6 beds for girls) in May 2008. Ebony Counseling and Turning Point provide home-based substance abuse treatment. Substance abuse treatment consists of the Matrix Model for Teens and Young Adults. Referral process completed with Probation and continues to be in progress with DHS. • Ongoing. Adolescent prevention and intervention at 34th Street Community Learning Center: Project HYPE is a collaboration between KCMH and KCSOS funded by State Department of Alcohol and Drug Program. Community outreach efforts have resulted in increasing awareness of adolescents and substance abuse treatment, with increased referrals made for outpatient adolescent treatment. Mental Health conducts monthly adolescent treatment provider meeting to increase knowledge, skill and ability or programs seeking to expand services to youth.

Prevention

Goal: *To develop a comprehensive countywide prevention approach to reduce criminal gang activity and violence in Kern County.*

Objective: <i>Increase mentoring services to youth and their families who are at risk of gang involvement and violence.</i>	
Measures: <i>By January 2009, there will be a 15% increase in mentoring services being provided to at-risk youth and their families.</i>	
Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Expand service potential of existing mentoring programs effectively targeting gang violence prevention.— Community-based organizations / faith-based organizations • Identify and expand existing youth leadership development programs demonstrating efficacy working with at-risk youth and their families.— Community-based organizations / faith-based organizations • Increase the capacity of community-based organizations / faith-based organizations to develop outcomes-based strategies and reporting on prevention efforts, including training and technical assistance.— Kern County Board of Supervisors / Bakersfield City Council 	<ul style="list-style-type: none"> • Completed. DHS, through contracts with mentoring providers, has expanded mentoring programs to provide services to approximately 152 adults and youth from Garden Pathways mentoring and 442 youth through the Stay Focused mentoring program. • Completed. DHS has expanded youth leadership programs through its contract with KCSOS with its support of Leaders in Life Conference. Ebony Counseling Center engages elementary and middle school students in at least two Community Service Learning activities and conducts mini forums involving youth enrolled in the program. • Completed. The Efforts to Outcomes system has been implemented to provide outcome-based reporting information for Gang Prevention agencies through a partnership between DHS and the Kern County Network for Children. Training and technical assistance has been provided.

Prevention

Goal: *To develop a comprehensive countywide prevention approach to reduce criminal gang activity and violence in Kern County.*

Objective: *Mobilize community members and groups to reduce gang activity and violence in communities.*

Measures: *Expansion of number of funded and non-funded field representatives; 20% increase in preventing community policing efforts in targeted communities; Local media outlets produce quarterly gang-focused segment; Implement quarterly community wide prayer gatherings; Initiate positive trend in job opportunities for at-risk youth.*

Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Increase mobilization capacity and effectiveness of field representatives (i.e. “foot soldiers”) already directly involved in local gang prevention activities.— Stay Focused • Enhance preventive community policing efforts.— Bakersfield Police Department / Kern County Sheriff’s Department • Engage the support of media through forums and on-air and print dialogue.— Joint City / County Standing Committee to Combat Gang Violence • Support community wide gatherings for prayer through participation of leaders in the public sector.— Joint City / County Standing Committee to Combat Gang Violence • Continue fostering job growth particularly focused on addressing the needs of at-risk youth and underserved communities.— Kern County Employers’ Training Resource 	<ul style="list-style-type: none"> • Completed. Stay Focused Ministries’ “foot soldiers” intervene as needed within schools, neighborhoods and community to create and maintain relationships. • Ongoing. BPD works daily with Sheriff’s Gang Unit and Supt. of Schools to coordinate Early response to gang indicators and help at-risk youth receive social services (<i>report attached</i>). • Ongoing. Standing Committee consistently supports PSA’s, editorials, and on-air and print interviews. • Ongoing. Kern Leadership Alliance facilitates monthly and other prayer gatherings that focus on pressing needs of community, such as gang violence. • Ongoing. ETR co-sponsors community job fairs in underserved communities (e.g. southeast Bakersfield, Arvin / Lamont, Kern River Valley, etc.) and continues to work with local employers to develop employment and training opportunities to benefit both employers and job-seeking clients, including at-risk youth. New Life Recovery provides vocational education and training for at-risk youth with DOD Construction and Bakersfield College.

Prevention

Goal: *To develop a comprehensive countywide prevention approach to reduce criminal gang activity and violence in Kern County.*

Objective: <i>Provide skills enhancement and support for parents of at-risk youth.</i>	
Measures: <i>Once granted supplemental funding, programs will serve 20% more parents of at-risk youth on an annual basis.</i>	
Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Allocate funding to expand Parent Project for training of neighborhood stakeholders as an integral community-oriented component of expanding services to parents of at-risk youth.— Kern County Board of Supervisors / Bakersfield City Council • Foster small group networks for parents.— Community-based organizations / faith-based organizations • Identify existing community assets that promote increased spiritual, emotional and mental personal wellbeing for parents of former and current gang members, such as mentoring.— Social service County departments • Refer parents of targeted youth for support services.— Community-based organizations / faith-based organizations 	<ul style="list-style-type: none"> • Completed. Conducted Facilitator Training. Provided scholarships to community partner staff focused on high-risk neighborhoods and Spanish-speaking staff in outlying areas of Kern County. KCSOS increased Parent Project Facilitator trained staff in Kern County to 274 (34% increase). • Ongoing. Kern County Superintendent of Schools has created a database for all Parent Project facilitators and has expanded delivery of classes by 15% throughout Kern County. • Ongoing. Parent mentoring services provided by Garden Pathways. DHS serves as clearinghouse for gang prevention information, including outreach, wallet cards and referrals. • Ongoing. KCSOS coordinates early identification and referral of at-risk students and their families to after-school programs, youth leadership development programs, diversion programs, tutoring, mentoring and parent skill building programs. Families and students that require services are identified by the use of the Youth Level of Service / Case Management Inventory tool.

INTERVENTION

Intervention

Goal: *To develop a comprehensive countywide intervention approach to reduce criminal gang activity and violence in Kern County.*

Objective: *Better leverage existing county “best practice” intervention programs.*

Measures: *20% increase in the number of “at risk” families and individuals served each year for a three year period.*

Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Utilize Geographical Information Systems (GIS) analysis to identify high density target areas, identify service providers, assess services gaps and overlap, and create a collaborative resource allocation plan.— Kern County Probation Department / GIS Subcommittee • Secure enhanced funding for the evidence-based “8% continuum” programs to be expanded throughout Kern County: Early Intervention Program (EIP) and Repeat Offender Prevention Program (ROPP).— Kern County Board of Supervisors / Bakersfield City Council, Kern County Probation Department • Secure adequate funding for Parent Project, an evidence-based intervention program.— Kern County Board of Supervisors / Bakersfield City Council • Secure adequate funding for evidence-based community intervention programs: Differential Response (DR), Multi-Integrated Services Team (MIST) and local Family Resource Centers.— Kern County Board of Supervisors / Bakersfield City Council, Kern County Network for Children • Secure adequate funding for evidence-based programs targeting gang members who are currently in the custody of the Probation Department: LEAPS (Life Excelerator Assessment of Personnel Skills), Cognitive Behavior, Social Skills Training and Aggression Replacement Training.— Kern County Board of Supervisors / Bakersfield City Council, Probation Department, Mental Health Department 	<ul style="list-style-type: none"> • Ongoing. Used GIS to identify target population / high density areas; Identified areas of need to assist Early Intervention Program, Adult High Risk Unit and Gang Intervention and Suppression Team. • Ongoing. EIP / ROPP operate in metro and surrounding areas. Evidence based programming, such as Aggression Replacement Training, Teaching Pro-Social Skills and Strengthening Families, as well as Parent Project and Loving Solutions. Recovery Activities Program (RAP) is prevention/intervention program including drug education and tutoring. • Completed. • Ongoing. Implemented DR throughout Kern County service areas. Community-based, integrated case management and Family Resource Centers are foundation for Kern’s DR service model. • Completed. All of the Probation Department’s commitment programs (Kern Crossroads, Camp Erwin Owen and Pathways Academy) are providing evidence-based programming. The recidivism rate for Kern County juvenile facilities is 16%, significantly lower than the national average of 70%.

Intervention

Goal: *To develop a comprehensive countywide intervention approach to reduce criminal gang activity and violence in Kern County.*

Objective: *Build systems intervention capacity through enhanced collaboration with community- and faith-based organizations to ensure accountability of outcome based programs.*

Measures: *20% increase in the number of community- and faith-based organizational gang intervention projects for a three-year period.*

Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Identify and place responsibility for coordinating community-based and faith-based gang intervention service expansion within a responsible, broad based, and historically effective organization. — Kern County Board of Supervisors / Bakersfield City Council • Allocate funding for domestic violence intervention strategies, including additional services to victims (e.g. Alliance Against Family Violence, court mandated training programs.)— Kern County Board of Supervisors / Bakersfield City Council • Increase capacity for family involvement intervention strategies, including family mentoring, at risk leadership programs, and school outreach programs.— Kern County Network for Children, Probation Department, Kern County Superintendent of Schools • Develop community-based youth substance abuse treatment program.— Kern County Mental Health • Provide capacity building, outcome-based program development training for interested community partners.— Kern County Network for Children • Integrate Workforce Investment Act Youth Activities with gang intervention strategies to target employment and academic efforts for at-risk youth.— Employers’ Training Resource, KCSOS, Kern High School Dist. • Secure funding for innovative “promising practice” gang intervention programs.— Kern County Board of Supervisors / Bakersfield City Council 	<ul style="list-style-type: none"> • Completed. Board of Supervisors, through County Administrative Office, oversee gang intervention service expansion and responsibilities. • Ongoing. Government entities, including Board of Supervisors and Bakersfield City Council, support local domestic violence intervention strategies through financial and other contributions. • Completed. KCSOS, Garden Pathways and Stay Focused Mentoring work closely to support family mentoring. Several Project 180 youth participated actively in the 2009 Leaders in Life Conference. • Ongoing. Substance abuse treatment at Blanton Ed. Center and Star Academy. Expanded adolescent treatment services. • Ongoing. Efforts to Outcomes reporting system facilitates data capture and better communication among agencies. • Ongoing. ETR encourages youth service providers to develop targeted services for foster youths, youths of incarcerated parents and gang-involved / at-risk youth. • Ongoing. Board of Supervisors funds several innovative gang intervention

programs through Probation Department.

SUPPRESSION

Suppression

Goal: *To develop a comprehensive countywide suppression approach to reduce criminal gang activity and violence in Kern County.*

Objective: *Develop a process whereby local, state and federal agencies work together and share information to reduce criminal gang activity.*

Measures: *Diminish duplication of efforts and establish greater working relationships between agencies to eliminate cross-jurisdictional gang activity*

Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Establish regular forum for all law enforcement units dedicated to gang suppression to meet and exchange information.— All local law enforcement agencies • Work with other agencies and increase periodic sweeps of identified gang members.— All local law enforcement agencies • Establish a county-wide radio channel for interoperable communications dedicated to all local gang units.— All local law enforcement agencies • Increase size and effectiveness of Kern County Sheriff’s Department Gang Unit— Kern County Sheriff’s Department • Augment utilization of the Gang Enforcement Team to assist in preparing and planning operations in outlying areas— Kern County Sheriff’s Department • Develop methods to disseminate gang related information received to all gang enforcement units countywide and to those agencies not having gang units.— Kern County Sheriff’s Department • Conduct regional interagency operations targeting communities with high levels of gang activity.— Probation Deputy Chief of Field Services 	<ul style="list-style-type: none"> • Completed. KCSO convenes monthly meetings of Kern County Gang Investigators Association to exchange information between law enforcement • Ongoing. Municipal, County, State and Federal law enforcement agencies involved (<i>BPD report attached</i>). • Completed. County Communication Center established “Local Law Channel” for direct communication among gang investigators in field. • Ongoing. Decreased to 12 commissioned personnel and 1 civilian personnel due to salary savings. • Ongoing. Gang Unit trained 25 G.E.T. members throughout Sheriff’s Department, serving as liaisons for substations, patrol shifts & detectives. • Ongoing. Aggressively coordinated and certified several law enforcement agencies in use of Cal-GANG database, an information data bank. • Ongoing. In 2008, the Adult High Risk Unit and GIST participated in 14 multi-agency operations throughout Kern County with a total of 116

arrests of gang members.

Suppression

Goal: *To develop a comprehensive countywide suppression approach to reduce criminal gang activity and violence in Kern County.*

Objective: <i>Create a Target Gang Unit within the District Attorney's Office.</i>	
Measures: <i>Decrease in most active known "shot callers" and gang leaders generating the most violent gang crime in Kern County.</i>	
Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Establish six (6) new deputy district attorney, one (1) gang crimes investigator and one secretary positions to staff a new unit to target the most active and violent gang members.— District Attorney • Establish protocol to proactively identify and prosecute targeted gang members.— District Attorney • Coordinate with law enforcement agencies to conduct probation and parole searches on the targeted gang members.— District Attorney, Local law enforcement agencies • Prosecute all crimes committed by targeted gang members with emphasis on increased jail / incarceration time.— District Attorney 	<ul style="list-style-type: none"> • Completed. <i>(See attached report.)</i> • Completed. <i>(See attached report.)</i> • Completed. District Attorney's Office has conducted three referenced "sweeps." <i>(See attached report.)</i> • Completed. Ongoing and in place. <i>(See attached report.)</i>

Suppression

Goal: *To develop a comprehensive countywide suppression approach to reduce criminal gang activity and violence in Kern County.*

Objective: <i>Expand Regional Gang Unit within the District Attorney's Office.</i>	
Measures: <i>Decrease gang violence by focused regional approach; Increase filing of gang cases by 15%</i>	
Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Establish protocol with regional agencies and law enforcement for the investigation and submission of prosecution requests for gang related crimes.— District Attorney • Provide training to law enforcement in the regional areas and those dealing with juveniles in the requirements of gang cases and testifying as an expert witness.— District Attorney 	<ul style="list-style-type: none"> • Ongoing and in place. District Attorney had a designated gang prosecutor assigned to north Kern and one to south Kern, but since 2010 has not designated a gang attorney to these areas as violent crime has fallen. This enables attorneys to focus on gang crimes in East Bakersfield, which are more prevalent. • Ongoing and in place. Lead attorney of Juvenile Office is member of the District Attorney's Gang Unit and personally reviews all cases submitted and confers with submitting agencies to ensure that they are indeed prepared for presenting their cases and providing expert testimony.

Suppression

Goal: *To develop a comprehensive countywide suppression approach to reduce criminal gang activity and violence in Kern County.*

Objective: *Ensure coordination between District Attorney’s Office and local agencies on preparing personnel as expert witnesses and the legal requirements of gang cases.*

Measures: *Increase law enforcement personnel trained as gang experts and increase legal knowledge of gang case requirements; Increase filing of gang cases by 15%.*

Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Conduct training sessions with law enforcement on the legal requirements of gang prosecutions and testifying as a gang expert.— District Attorney; All local law enforcement agencies • Focus on fully informing newly appointed gang deputies and gang officers with all legal requirements of gang prosecutions, including issues with investigations, questioning, report writing and testifying.— District Attorney; All local law enforcement agencies • Coordinate with regional substations and departments on their specific needs concerning the submission and prosecution requests for gang cases.— District Attorney • Coordinate with the District Attorney and other certified trainers to prepare probation staff to testify in court as expert witnesses.— Probation Chief of Field Services; District Attorney’s Office • Provide gang training for sworn and detentions staff— Sheriff 	<ul style="list-style-type: none"> • Ongoing and in place. District Attorney personnel conducts training sessions for gang investigators on how to testify as an expert. • Ongoing and in place. District Attorney personnel meet monthly with Regional Gang Investigators Association to discuss these issues. • Ongoing and in place. Regionally assigned north and south / east Kern gang prosecutors work directly with these agencies and personally handle their cases. • Ongoing and in place. District Attorney’s Office provided training sessions regarding courtroom testimony for specialized Probation units. • Ongoing. Sheriff’s Gang Unit trains in Basic Academy and in Detention Deputy Academy. Also teach in Advanced Officer Training and attend roll call training with detectives and patrol.

Suppression

Goal: *To develop a comprehensive countywide suppression approach to reduce criminal gang activity and violence in Kern County.*

Objective: *Encourage local law enforcement agencies to further develop gang hotline, PSA campaigns and community involvement in suppressing gangs.*

Measures: *Increase public awareness and community cooperation in the prosecution of gang cases by increasing the number of witnesses assisting in prosecutions.*

Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Continue conducting regular forums with faith-based community to address the public’s relationship with law enforcement and concerns surrounding gang violence.— District Attorney Ed Jagels; All local law enforcement agencies • Expand the community forum model to outlying regions of Kern County in an effort to educate and involve the public on gang violence, as well as finding proactive solutions.— District Attorney; All local law enforcement agencies • Develop and promote PSA campaigns to decrease gang violence.— All law enforcement agencies • Ensure proper implementation of protocol for the Communications Center to expeditiously transfer the information to the Special Enforcement Unit or the Officer in Charge.— Chief / Bakersfield Police Department • Continue public awareness campaign notifying the community of the Gang Activity Line.— Bakersfield Police Chief / Bakersfield Police Department • Develop a toll-free gang hotline into the Communications Center.— Sheriff; Bakersfield Police Chief 	<ul style="list-style-type: none"> • Ongoing and in place. In 2011 the District Attorney’s Office joined law enforcement and community volunteers to form the Safe Streets Partnership. This group requires gang members to attend regular forums where law enforcement officials and citizens tell them that gang violence will not be tolerated. Gang members are invited to become law abiding citizens with the community’s help; if not, they know they will be prosecuted. • Ongoing and in place. • Completed. Developed informational pamphlets, refrigerator magnets and information booths at public events to educate public on awareness. • Completed. 325-GANG has been operating Since 2008. BPD Communications Center answers line 24 hours and transfers information to Direct Policing Unit or on-duty Patrol supervisor; Sheriff receives information on gangs outside City of Bakersfield. • Completed. 325-GANG given to public by various sections of BPD on an ongoing basis, including Recreation and Parks literature and local media. • Completed. 888-599-GANG has already generated several leads for investigators.

Suppression

Goal: *To develop a comprehensive countywide suppression approach to reduce criminal gang activity and violence in Kern County.*

Objective: <i>Increase use of technology to assist in intelligence gathering and gang suppression.</i>	
Measures: <i>Decrease in known gang “hangouts” coupled with an increase in technology to assist in the arrest and prosecution of gang members.</i>	
Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Increase surveillance efforts through the use of mobile camera technology to curb street narcotic sales, as well as assist in undercover operations in high crime areas and known areas of gang activity.— Bakersfield Police Department • Develop a program by which all arrest information on known gang members is routed to the gang unit which will, in turn, notify the District Attorney’s Target Gang Unit of the arrest.— Bakersfield Police Department • Work with the Kern County Probation Department and the California Department of Corrections to develop a GPS-based monitoring system of gang offenders released from custody.— Local law enforcement agencies; Probation Department; State Parole • Utilize existing and future technology such as GIS (Geographical Information Systems), GPS (Global Positioning Systems), etc. to monitor identified gang members and enforce Superior Court orders.— Probation Chief; Local law enforcement agencies 	<ul style="list-style-type: none"> • Ongoing. BPD Gang Unit has utilized video surveillance and in process of finalizing network of mobile and stationary cameras to be used in areas with history of gang violence. • Completed. BPD’s Records Management System notes gang membership of all known gang members registered in the system. DPU officers review gang arrests for suitability of gang enhancements and refer them to District Attorney’s office. • Ongoing. Currently obtaining approval to purchase GPS devices. The capability to operate a monitoring system for gang offenders and sex offenders is based on the ability to purchase these devices. • Ongoing. Currently obtaining approval to purchase GPS devices. The capability to operate a monitoring system for gang offenders and sex offenders is based on the ability to purchase these devices.

Suppression

Goal: *To develop a comprehensive countywide suppression approach to reduce criminal gang activity and violence in Kern County.*

Objective: <i>Suppress criminal activities in Kern County through continued monitoring and supervision of gang members on probation.</i>	
Measures: <i>Decrease in criminal gang activity and gang violence in Kern County committed by probationers.</i>	
Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Establish an Adult High Risk Offender Unit to monitor identified gang members and other high risk offenders to increase public protection.— Probation Deputy Chief of Field Services • Enhance the Gang Intervention and Suppression Team and Juvenile Aftercare Unit with additional staff.— Probation Chief 	<ul style="list-style-type: none"> • Ongoing. The Adult High Risk Unit established in February 2008 with 1 Probation Supervisor, 2 Deputy Probation Officer III's and 4 Deputy Probation Officer II's with 4 positions currently vacant. • Ongoing. Enhanced investigation units with 3 officers in anticipation of the increased workload. The additional officers for the Gang Intervention and Suppression Team and the Aftercare Unit remain vacant.

Suppression

Goal: *To develop a comprehensive countywide suppression approach to reduce criminal gang activity and violence in Kern County.*

Objective: <i>Suppress criminal activities in Kern County through incarceration of gang members.</i>	
Measures: <i>Increase jail bed space to allow for dedicated beds.</i>	
Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Fill vacant positions.— Sheriff • Commit 32+ jail beds for housing of criminal gang members.— Sheriff • Increase capacity for beds.— Sheriff • Increase size and effectiveness of detentions gang intelligence personnel.— Sheriff • Develop protocols for filling gang bed space.— Sheriff • Allow the booking of gang members who have misdemeanor warrants.— Sheriff 	<ul style="list-style-type: none"> • Ongoing. Currently 12 commissioned personnel and 1 civilian personnel due to salary savings. • Ongoing. Sheriff Youngblood directed classification unit to focus keeping 32 beds open for gang members. • Completed. 192 gang members can now be housed in more secure Lerdo Max-Med facility and Pre-trial facility. • Reduced. One detention deputy is now assigned to work with Sheriff’s Gang Section. • Ongoing. Classification unit and one dedicated gang deputy have ongoing procedure in place to identify gang members who will identify “shot callers” in custody upon arrest. • Ongoing. Sheriff’s Department, BPD and DA’s Target Gang Unit are in communication with Sheriff’s Classification unit to identify inmates with misdemeanor warrants that will not be cited or released early due to overcrowding because of their gang influence in the community.

BUDGETARY DISCUSSION

During these difficult economic times, it is particularly crucial that policymakers recognize that investments in gang prevention, intervention and suppression—such as those that have been made during the last few years—continue as a long-term effort. Otherwise, short-term gains will likely be overridden due to momentary fiscal difficulties. It is apparent that the current financial environment that our community faces is truly daunting. For precisely those reasons, the County of Kern and the City of Bakersfield made this commitment to stay the course and insulate these investments, as much as possible, from the expected fluctuations in our fiscal environment. Those realities are as true today as ever.

One of the first critical steps toward the implementation of the Strategic Plan involved the Kern County Board of Supervisors' allocation of an unprecedented \$24+million in 2007 to fund its objectives. The Board again reasserted those priorities in 2008 during the annual budget hearings.

As noted in the original Strategic Plan, the commitments initially requested within the document entailed permanent annual budget funding earmarked specifically for the purpose of combating gang violence in Kern County. The eruption of gang violence in Kern County did not arise overnight and, as such, will not be resolved instantaneously. Nevertheless, it is clear when observing the improving trends related to gang violence since 2005 that our efforts are certainly on the right track. The Board of Supervisors demonstrated its confidence in this plan's holistic approach that has been instrumental to its success by accordingly funding each of three key elements of the Strategic Plan. These tumultuous economic times have heightened concern that priorities may waver or shift as fiscal realities rise to the fore. Though understandable, policymakers have shown—through both perception and actuality—that public safety and gang abatement remain one of the top priorities in our community.

Traditionally, suppression efforts in Kern County have received the lion's share of resources, relative to both prevention and intervention. The scope of our work has required equitable treatment of prevention and intervention efforts in order to make a lasting and significant impact on the future of at-risk youth. As noted in the budgetary discussion above, for the first time in our County's history, gang prevention and intervention received an unparalleled level of funding to address the needs of youth prior to them entering a life of crime and gang involvement.

From the beginning, it has been unrealistic for the County and City to wholly subsidize this endeavor, though they are the primary financial stakeholders that have set the example for business and other sectors to consequently follow suit. As this Strategic Plan evolves, and as the economy improves, there will be a greater expectation for the business community to also share in this communitywide responsibility.

CONCLUSION

As a community, we have finally begun to contend with several long-standing issues that have amplified the undercurrent of concern:

- Increasing numbers of gang-involved youth
- Increasing levels of serious crimes committed by young gang members
- Limited resources
- Disengaged families
- Lack of sufficient culturally and ethnically relevant dialogue

These difficulties are indeed manifestations of the significant need for direct and overt action. The oftentimes blatant disregard for human life exhibited by younger and younger gang members speaks to this immediate need. Some community members have gone as far as calling youth gang members "street terrorists" since they disavow any sense of common decency as they seek to intimidate our communities. We refuse to accept that this must remain the reality for too many lost youth.

Community members continue to suggest a wide range of possible solutions that we will continue to explore as this process develops. Some have been implemented, while other

innovative ideas and solutions to these complex issues must still be developed and discussed. For instance, in the last couple of years, we have met with current and former gang members to have frank discussions with those already in “the lifestyle” and have learned from these conversations as to how we can better prevent vulnerable youth from venturing upon this dangerous and violent path. We have worked to expand access to after-school programs during non-traditional hours (e.g. early evening, weekend.) We have met quarterly to continue learning about the state of gang violence in our community. While we may be winning this current fight against gang violence, the war against this unfortunate reality is far from over. Combating gang violence must remain a priority within the community and greater efforts to collaborate between and across all sectors must persist. Only with thorough consideration by all stakeholders will new, innovative ideas come to fruition and possibly bear fruit benefiting our community at-large.

Over time, the Joint City / County Standing Committee to Combat Gang Violence will require continued direct self involvement in the implementation and evaluation of the action steps noted above. There are many key players that have invested their invaluable time and expertise in recent months and years to ensure the successful implementation of this Strategic Plan. To them we owe a tremendous debt of gratitude. We look forward to other sectors of our community also joining us as we move on to the next phase of the Kern County Gang Violence Strategic Plan.

As was true in 2007 and remains today, Kern County still truly requires an “All Hands on Deck” mentality to directly fight gang violence!

Let our work continue....



Gang Violence in Kern County: A Strategic Plan

2012 Update

JOINT CITY / COUNTY STANDING COMMITTEE
TO COMBAT GANG VIOLENCE

FEBRUARY 16, 2012

Kern County Board of Supervisors

Mike Maggard, Supervisor – Co-Chair

Karen Goh, Supervisor

Bakersfield City Council

Rudy Salas, Councilmember – Co-Chair

Jacquie Sullivan, Councilmember

Russell Johnson, Councilmember

OUR MISSION

To reduce the level, magnitude and frequency
of gang violence within the County of Kern
and the 11 incorporated cities
within the county.

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INTRODUCTION

The Kern County Gang Violence Strategic Plan represents a holistic, communitywide initiative to strategically combat gang violence within Kern County. This nationally-recognized program was initiated in 2007. The following report provides an overview of the progress made since that time and presents objectives for the necessary and continued work ahead to improve the safety of all Kern County citizens.

STATISTICS & TRENDS

Prior to the implementation of the Kern County Gang Violence Strategic Plan in 2007, the gang violence problem in our community had reached epidemic levels. Both the City of Bakersfield and the County of Kern experienced a substantial number of crimes and homicides attributed to gangs in. In the City, 50% of homicides in 2005, 54% of homicides in 2006, 40% of homicides in 2007 and 28% of homicides in 2008 had a direct link to gang activity. In the County, approximately 30% of the total homicides committed in 2005 and 2006 were gang-related; 44% of homicides in 2007 and 8% of homicides in 2008 were gang-related. These statistics clearly show that the number and proportion of gang-related homicides in both Bakersfield and Kern County decreased considerably between 2007 and 2008, particularly when compared to 2005 and 2006.

Sustaining these initial successes has proved to be a challenge. In 2009, the number of homicides and percentage of gang-related homicides in both the City and the County trended upward again. In 2010, both the City and County turned the tide downward, and in 2011, only eight gang homicides occurred in the City and only five gang homicides were recorded in the County. However, statistics show that gangs and gang members have proliferated. Kern County now has more than 8,000 documented and suspected gang members and more than 200 gangs.

Averting the disastrous social and public safety consequences of gang violence remains the difficult yet necessary challenge ahead—the ongoing security and quality of life of our community depend on it.

CONCERTED EFFORT

Historically, isolated efforts to combat the rising tide of gang violence in our community have had variable but overall ineffective results. The implementation of this Strategic Plan represented the first genuine concerted effort by the City and County—across the Prevention, Intervention and Suppression realms—to develop a comprehensive, unified plan of attack. The

aforementioned trends speak to the success of this unified front. In order to regain control of our community and continue to ensure a safe and thriving environment for our children, our priorities must be consistent and thoughtfully developed.

RECOMMENDATIONS

This strategic planning process began over five years ago with the creation of the Joint City / County Standing Committee to Combat Gang Violence. An ensuing inventory of community resources generated recommendations to fill gaps. For example, one of these recommendations was to enhance the Gang Unit within the Kern County Sheriff's Department. The County sought to establish a force that is comparable in size and scope to the one that the Bakersfield Police Department already fields within its jurisdiction. This County force is no longer a reality as budget and staffing reductions have reduced the actual number of Sheriff's gang deputies to twelve.

Only with similarly structured Gang Units are both the Sheriff's Department and the Police Department finally able to work in tandem and without experiencing the effects of having such a considerable difference in resources.

Studies have consistently shown that there is no single cause for youth gang membership. A multi-pronged and multi-faceted approach is required to address the many risk factors that contribute to the likelihood of gang membership. As such, the original Strategic Plan created a unified countywide approach that brought together private, community and government stakeholders—under the broader umbrella of prevention, intervention and suppression—to help implement a solution-based plan that offered results. The first phase of the Strategic Plan implementation is now complete, but it is only the initial step in an ongoing multi-year effort that will further unite forces behind a single cause: protect Kern County adults and children from the devastating spiritual, emotional and physical effects of gangs. Evidence of the innovative nature and success of this unique and unprecedented effort is provided by the fact that the Kern County Gang Violence Strategic Plan received a 2008 Achievement Award by the National Association of Counties.

OBJECTIVES AND RECOMMENDATIONS

To more effectively address the gang problem in Kern County, the Joint City/County Standing Committee to Combat Gang Violence was created by the County of Kern and the City of Bakersfield in Fall 2006. The primary purpose of the Standing Committee is to develop, implement and maintain a straightforward plan of attack against the root causes of gang violence. It is also charged with developing a comprehensive countywide prevention, intervention and suppression approach to reduce criminal gang activity and violence in Kern County. Additionally, the Joint Standing Committee serves first as a unifying clearinghouse for information, second to gather intelligence in the field and finally to develop and implement an ongoing comprehensive Strategic Plan to be presented to both the Kern County Board of Supervisors and the Bakersfield City Council.

The three subcommittees—Prevention, Intervention and Suppression—were tasked by the Joint City / County Standing Committee to Combat Gang Violence with developing action-oriented objectives to confront the core issues associated with gang violence in Kern County. Under each objective, in the main body of this Strategic Plan, you will find the original individual action steps and the individuals / organizations responsible for each goal. You will also find a status update for each item. Below appears a synopsis of the particular objectives that this Strategic Plan addresses:

Prevention

- Build capacity and increase effectiveness of funded programs to prevent gang involvement and violence.
- Increase availability of academic enhancement and after school programs (including literacy, tutorial and mentoring opportunities) for youth in communities with high incidences of gang violence.
- Provide substance abuse treatment opportunities for at-risk youth.
- Increase mentoring services to youth and their families who are at risk of gang involvement and violence.
- Mobilize community members and groups to reduce gang activity and violence in communities.
- Provide skills enhancement and support for parents of at-risk youth.

Intervention

- Better leverage existing county “best practice” intervention programs.
- Build systems intervention capacity through enhanced collaboration with community- and faith-based organizations to ensure accountability of outcome based programs.
- Ensure that at-risk youth receive state-of-the-art prevention and intervention services designed to address the root causes of gang involvement.

Suppression

- Develop a process whereby local, state and federal agencies work together and share information to reduce criminal gang activity.
- Create a Target Gang Unit within the District Attorney’s Office.
- Expand Regional Gang Unit within the District Attorney’s Office.
- Ensure coordination between District Attorney’s Office and local agencies on preparing personnel as expert witnesses and the legal requirements of gang cases.
- Coordinate with local law enforcement agencies on further developing gang hotline, PSA campaigns and community involvement in suppressing gangs.
- Increase use of technology to assist in intelligence gathering and gang suppression.
- Suppress criminal activities in Kern County through continued monitoring and supervision of gang members on probation.
- Suppress criminal activities in Kern County through incarceration of gang members.

EVALUATION AND IMPLEMENTATION

Though individual measures were developed for each objective within Prevention, Intervention and Suppression, broader universal benchmarks were also established in order to gauge effectiveness of this Strategic Plan. In particular, over time, the following indicators must decrease in our community as increased elements of the Strategic Plan are approved and fully implemented:

- Number of Gang Members – Currently approximately 5,354 documented gang members in Kern County and an estimated 3,000 additional undocumented gang members
- Number of Gangs – Currently approximately 217 in Kern County, 55 of which originated in Kern County

- Number of Gang-Related Crimes / Homicides

Below are the most recent statistics regarding actual gang-related and non gang-related homicides in Bakersfield and Kern County. Table 1 shows the total number of homicides recorded in these areas for a 4-year period. Table 2 further delineates the impact of gang violence in relation to homicides witnessed.

Table 1. Total number of homicides in metro-Bakersfield and Kern County from 2005-2008

	Bakersfield	Kern County
2008 Total Homicides	25	24
2009 Total Homicides	27	40
2010 Total Homicides	32	37
2011 Total Homicides	18	25

Table 2. Total number of gang-related homicides in metro-Bakersfield and Kern County from 2005-2008 and percentage of total homicides attributable to gang violence

	Bakersfield	Kern County
2008 Gang-Related Homicides	7 (28%)	2 (8%)
2009 Gang-Related Homicides	16 (59%)	17 (42.5%)
2010 Gang-Related Homicides	12 (37.5%)	10 (27%)
2011 Gang-Related Homicides	8 (44%)	5 (20%)

Sources: Bakersfield Police Department; Kern County Sheriff’s Department

Only through deliberate attention to these benchmarks, coupled with an increased awareness of the root causes of gang violence, will Kern County maintain an impact on the gang problem in our community.

JOINT CITY / COUNTY STANDING COMMITTEE TO COMBAT GANG VIOLENCE

On November 18, 2006, the Joint City/County Standing Committee to Combat Gang Violence hosted a half-day Special Meeting in the Board of Supervisors Chambers. For this meeting, the Standing Committee solicited input from all members of the community, particularly residents and anti-gang advocates who were on the front lines of the war against gangs. Full-group discussions, as well as break-out sessions, attempted to identify both existing gaps and resources that specifically address the gang problem in Kern County.

During the full group discussion, the Standing Committee sought to identify the perceived key root causes of gang violence (in descending order of priority):

- Family Instability / Improper Parenting
- Intergenerational Dynamics
- Hopelessness / Spiritual Disconnect / Moral Code Breakdown
- Poverty
- Lack of Education / Poor Experience with Education
- Need for Social Acceptance / Social Marginalization of Youth / Self-Identity
- Limited Positive Role Models / Media Images
- Lack of Effective or Engaging Community Programs
- Unemployment
- Prisons (“Gang Training Camps”)
- Overwhelmed and Ineffective Justice System
- Racism

Numerous community dialogues, as well as subsequent quarterly Standing Committee meetings, were also held throughout the county that similarly echoed these root causes. These various discussions from all sectors of the community have resulted in tremendous input that has been incorporated into this revised document. Since the development of the original Strategic Plan, the entire community has been asked to participate via the media, as well as through churches, community groups, word of mouth and other formal and informal channels of communication. Many individuals have been involved in this process and the Standing Committee keenly seeks continued ongoing dialogue with all interested groups in the community.

In order for this Strategic Plan to be successful, the community—as well as policymakers at both the County and City level—must remain committed to embracing the spirit of this call to action. A comprehensive balanced approach of the key elements within prevention, intervention and suppression is vital to truly preserving this Strategic Plan as a “living document” that can achieve the many important milestones set forth in this document. This updated Strategic Plan is the next iteration of this communitywide effort.

PREVENTION

Prevention

Goal: *To develop a comprehensive countywide prevention approach to reduce criminal gang activity and violence in Kern County.*

Objective: *Build capacity and increase effectiveness of funded programs to prevent gang involvement and violence.*

Measures: *Creation of administrative body; Implementation of at least one pilot project per social service County department; Department Head evaluations*

Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Place responsibility of gang prevention services under the administration of a central administrative body (e.g. Kern County Network for Children or similar entity).— Kern County Board of Supervisors / Bakersfield City Council • Direct social service County departments to research and translate national best practices, resources and service delivery models for local implementation.— County Administrative Office • Direct social service County departments to develop holistic and innovative, outside-the-box strategies to directly address the gang plague in Kern County, including working with non-traditional community partners.— County Administrative Office, social service agencies • Establish process to reduce duplication of services across County departments.— County Administrative Office • Foster relationships and working partnerships between government agencies, the business community, education, community-based organizations / faith-based organizations, and neighborhood networks.— Joint City / County Standing Committee to Combat Gang Violence <p><i><u>Recommendation:</u> Project 180 recommends convening a Community Collaborative to foster relationships with other partners and individuals in the community. Fund staff position to coordinate partnership; identify collaborative funding opportunities; write grants to increase partnership's ability to provide services to at-risk youth and families.</i></p>	<ul style="list-style-type: none"> • Completed. Kern County Department of Human Services (DHS) oversees all contracted gang prevention services, including administering contractual and accountability obligations. • Ongoing. DHS will provide CAO with information on best practices, to include Family 2 Family mentoring, Change Curriculum, Parent Project, and Aggression Replacement Therapy/TPS evidence based training, OJJDP Comprehensive Gang Model. • Ongoing. Project 180 partners work with the City in Participating with the Bakersfield Safe Street Partnership Gang Call-ins. Training and information On non-traditional resources are also provided to Parents and youth in the Youth Programs Overview sessions. • Ongoing. The Efforts to Outcomes computer system is utilized to track services that are provided within the Project 180 providers. This allows the agencies to communicate and provide wrap-around services for the families. Probation and Human Services are both involved in gang prevention and intervention activities, though services areas are not duplicative of one another. • Ongoing. The Project 180 partnership attends monthly meetings to build on working relationships and to collaborate with each other on community events.

Prevention

Goal: *To develop a comprehensive countywide prevention approach to reduce criminal gang activity and violence in Kern County.*

Objective: *Increase availability of academic enhancement and after school programs (including literacy, tutorial and mentoring opportunities) for youth in communities with high incidences of gang violence.*

Measures: *Once initiated, programs will serve 20% more students and families on an annual basis and will decrease Truancy while improving Behavior, Grades, and Attendance.*

Recommendation: *Programs will see decrease in Truancy, Improvements in Behavior and grades and increased attendance.*

Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Secure funding for one to two countywide after-school coordinators through the Kern County Superintendent of Schools to coordinate the early identification and referral of at-risk students and their families and manage academic skill enhancement activities in targeted communities, one focusing on metropolitan Bakersfield and another focusing on outlying areas.— Board of Supervisors / Bakersfield City Council • Increase capacity of school-based, faith-based and community-based after school programs to target children at risk of gang involvement by providing teaching resources, teaching personnel, as well as training and support for existing staff.— Kern County Board of Supervisors / Bakersfield City Council • Engage churches and other faith-based organizations to mobilize individuals to read to preschool children and be reading mentors for K-3 grade children in at-risk communities.— Joint City / County Standing Committee to Combat Gang Violence / Administrator of central administrative body • Evaluate existing continuum of vocational and alternative education for at-risk youth and propose solutions.— Kern County Superintendent of Schools <p><i><u>Recommendation:</u> Engage Prevention providers to provide in-class curriculum to Jr. High and Middle School students and work with Opportunity classes in the High Schools.</i></p> <p><i><u>Recommendation:</u> Increase the capacity to deliver alternative or on-site programs within the schools.</i></p> <p><i><u>Recommendation:</u> Increase academic and remedial services for out-of-school and older-age youth (literacy and math skills; GED, HS completion, post-secondary enrollment. Locate services in high-risk neighborhoods.</i></p>	<ul style="list-style-type: none"> • Incomplete. Current funding provided is not enough to fund two full time positions however services continue to be provided by two staff members funded through other means. • Completed and Ongoing. Some after-school programs have been cut in the schools due to funding deficits. Project 180 continues to provide after-school programs in some area schools, including middle schools and continues to provide training and support for existing school staff. • Project 180 does not currently participate in programs to read to preschool children however mentor programs are available for K-3 grade children in at-risk communities. • Completed and ongoing. Alternative education and prevention programs are evaluated on a continuing basis in order to provide services to at-risk students.

Prevention

Goal: *To develop a comprehensive countywide prevention approach to reduce criminal gang activity and violence in Kern County.*

Objective: *Provide substance abuse treatment opportunities for at-risk youth.*

Measures: *Creation of a youth substance abuse treatment program.*

Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Develop community-based youth substance abuse treatment program through Kern County Mental Health.— Kern County Mental Health • Expand relationships with business and community-based organizations / faith-based organizations that may partner with Kern County Mental Health to resolve youth substance abuse treatment issues.— Kern County Mental Health <p><i><u>Recommendation:</u> Build capacity for Mental Health and Substance Abuse services for at-risk youth and adults to bridge gap in services.</i></p> <p><i><u>Recommendation:</u> Provide substance abuse training for prevention providers to include substance abuse usage; intervention strategies; available programs and services.</i></p>	<ul style="list-style-type: none"> • Completed. Established Casa de Niños (12 beds for boys) and Crews’ Home for Girls (6 beds for girls) in May 2008. Project 180 providers contract with Mental Health and Ebony Counseling center through another contract for services. Referral process completed with Probation and continues to be in progress with DHS. • Ongoing. Mental Health representative meets regularly with Project 180 agencies. Adolescent prevention and intervention at 34th Street Community Learning Center: Project HYPE is a collaboration between KCMH and KCSOS funded by State Department of Alcohol and Drug Program. Community outreach efforts have resulted in increasing awareness of adolescents and substance abuse treatment, with increased referrals made for outpatient adolescent treatment. Mental Health conducts monthly adolescent treatment provider meeting to increase knowledge, skill and ability or programs seeking to expand services to youth.

Prevention

Goal: *To develop a comprehensive countywide prevention approach to reduce criminal gang activity and violence in Kern County.*

Objective: *Increase mentoring services to youth and their families who are at risk of gang involvement and violence.*

Measures: *Increase in mentoring services being provided to at-risk youth and their families to decrease negative behaviors and realize substantial, positive changes.*

Recommendation: *Increase in mentoring services being provided to at-risk youth and their families to decrease negative behaviors and realize substantial, positive changes.*

Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Expand service potential of existing mentoring programs effectively targeting gang violence prevention.— Community-based organizations / faith-based organizations <i><u>Recommendation:</u> Increase training for mentors in order to build capacity.</i> <i><u>Recommendation:</u> Increase community awareness of the effectiveness and need for recruitment of mentors.</i> • Identify and expand existing youth leadership development programs demonstrating efficacy working with at-risk youth and their families.— Community-based organizations / faith-based organizations • Increase the capacity of community-based organizations / faith-based organizations to develop outcomes-based strategies and reporting on prevention efforts, including training and technical assistance.— Kern County Board of Supervisors / Bakersfield City Council <i><u>Recommendations:</u></i> <ul style="list-style-type: none"> • <i>Increase funding to expand existing services to outlying areas.</i> • <i>Increase training for mentors to build capacity.</i> • <i>Increase community awareness of the effectiveness and need for recruitment of mentors.</i> • <i>Increase partnerships in outlying areas to identify needs and increase services.</i> • <i>Provide peer and business mentoring programs to older-age youth.</i> • <i>Work with CAO office to provide training and/or to assist with grant-writing to expand funding potential.</i> 	<ul style="list-style-type: none"> • Completed and Ongoing. DHS, through contracts with mentoring providers, has expanded mentoring programs to provide services to approximately 152 adults and youth from Garden Pathways mentoring and 442 youth through the Stay Focused mentoring program. Service potential could be expanded with increased funding in order to expand existing mentoring services and expand to the outlying areas. Services are being provided according to contract requirements. • Completed and Ongoing. DHS has expanded youth leadership programs through its contract with KCSOS with its support of Leaders in Life Conference. Ebony Counseling Center engages elementary and middle school students in at least two Community Service Learning activities and conducts mini forums involving youth enrolled in the program. Youth Leadership programs continue to be provided by the Project 180 agencies. • Completed and Ongoing. The Efforts to Outcomes system has been implemented to provide outcome-based reporting information for Gang Prevention agencies through a partnership between DHS and the Kern County Network for Children. Training and technical assistance has been provided. Project 180 agencies report monthly on prevention efforts.

Prevention

Goal: *To develop a comprehensive countywide prevention approach to reduce criminal gang activity and violence in Kern County.*

Objective: *Mobilize community members and groups to reduce gang activity and violence in communities.*

Measures: *Expanded number of funded and non-funded field representatives; increase in community policing efforts in targeted communities through school and outreach events. (Move other items to action steps.)*

Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Increase mobilization capacity and effectiveness of field representatives (i.e. “foot soldiers”) already directly involved in local gang prevention activities.— Stay Focused • Enhance preventive community policing efforts.— Bakersfield Police Department / Kern County Sheriff’s Department • Engage the support of media through forums and on-air and print dialogue.— Joint City / County Standing Committee to Combat Gang Violence <i>Recommendation: Local media outlets produce quarterly gang-focused segment.</i> • Support community wide gatherings for prayer through participation of leaders in the public sector.— Joint City / County Standing Committee to Combat Gang Violence <i>Recommendation: Implement quarterly community wide prayer gatherings.</i> • Continue fostering job growth particularly focused on addressing the needs of at-risk youth and underserved communities.— Kern County Employers’ Training Resource <i>Recommendations:</i> <ul style="list-style-type: none"> • <i>Initiate positive trend in job opportunities for at-risk youth.</i> • <i>Increase vocational training and skills acquisition programs for older-age youth.</i> • <i>Require county/city contractors to hire at-risk youth and underserved groups.</i> • <i>Add community-based outreach program such as MAS to County Public Health Service Department’s Critical Response Team.</i> 	<ul style="list-style-type: none"> • Completed and Ongoing. Stay Focused Ministries’ “foot soldiers” and Project 180 partners intervene as needed within schools, neighborhoods and community to create and maintain relationships. • Completed and Ongoing. BPD works daily with Sheriff’s Gang Unit and Supt. of Schools to coordinate early response to gang indicators and help at-risk youth receive social services (<i>report attached</i>). Project 180 agencies provide community gang presentations to educate the public on issues surrounding local gang violence and involvement. • Ongoing. Standing Committee consistently supports PSA’s, editorials, and on-air and print interviews. were Project 180 agencies have developed PSA’s and TV programs that are ongoing to provide available resources and to support gang prevention efforts. • Ongoing. Kern Leadership Alliance facilitates monthly and other prayer gatherings that focus on pressing needs of community, such as gang violence. • Ongoing. ETR co-sponsors community job fairs in underserved communities (e.g. southeast Bakersfield, Arvin / Lamont, Kern River Valley, etc.) and continues to work with local employers to develop employment and training opportunities to benefit both employers and job-seeking clients, including at-risk youth. New Life Recovery provides vocational education and training for at-risk youth with DOD Construction and Bakersfield College.

Prevention

Goal: *To develop a comprehensive countywide prevention approach to reduce criminal gang activity and violence in Kern County.*

Objective: *Provide skills enhancement and support for parents of at-risk youth.*

Measures: *Once granted supplemental funding, programs will serve 20% more parents of at-risk youth on an annual basis.*

Recommendation: *Programs will provide increased parent education and training services to parents and at-risk youth throughout the County.*

Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Allocate funding to expand Parent Project for training of neighborhood stakeholders as an integral community-oriented component of expanding services to parents of at-risk youth.— Kern County Board of Supervisors / Bakersfield City Council • Foster small group networks for parents.— Community-based organizations / faith-based organizations <p><u>Recommendations:</u></p> <ul style="list-style-type: none"> • <i>Increase knowledge of parents completing skills enhancement training.</i> • <i>Increase awareness of Parent education and resources to improve parenting skills and increase protective factors.</i> • <i>Hold gang prevention information meetings to educate parents about high-risk youth behavior in neighborhoods where gangs are prevalent. Show parents how and where they can get help.</i> • Identify existing community assets that promote increased spiritual, emotional and mental personal wellbeing for parents of former and current gang members, such as mentoring.— Social service County departments • Refer parents of targeted youth for support services.— Community-based organizations / faith-based Organizations 	<ul style="list-style-type: none"> • Completed and Ongoing. Conducted Facilitator Training. Provided scholarships to community partner staff focused on high-risk neighborhoods and Spanish-speaking staff in outlying areas of Kern County. KCSOS increased Parent Project Facilitator trained staff in Kern County to 274 (34% increase). • Completed and Ongoing. Kern County Superintendent of Schools has created a database for all Parent Project facilitators and has expanded delivery of classes by 15% throughout Kern County. • Completed and Ongoing. Parent mentoring services provided by Garden Pathways. DHS serves as clearinghouse for gang prevention information, including outreach, wallet cards and referrals. • Completed and Ongoing. KCSOS coordinates early identification and referral of at-risk students and their families to after-school programs, youth leadership development programs, diversion programs, tutoring, mentoring and parent skill building programs. Families and students that require services are identified using the Youth Level of Service/Case Management Inventory tool.

INTERVENTION

Intervention

Goal: *To develop a comprehensive countywide intervention approach to reduce criminal gang activity and violence in Kern County.*

Objective: *Better leverage existing county “best practice” intervention programs.*

Measures: *20% increase in the number of “at risk” families and individuals served each year for a three-year period.*

Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Utilize Geographical Information Systems (GIS) analysis to identify high density target areas, identify service providers, assess services gaps and overlap, and create a collaborative resource allocation plan.— Kern County Probation Department / GIS Subcommittee • Secure enhanced funding for the evidence-based “8% continuum” programs to be expanded throughout Kern County: Early Intervention Program (EIP) and Repeat Offender Prevention Program (ROPP).— Kern County Board of Supervisors / Bakersfield City Council, Kern County Probation Department • Secure adequate funding for Parent Project, an evidence-based intervention program.— Kern County Board of Supervisors / Bakersfield City Council • Secure adequate funding for evidence-based community intervention programs: Differential Response (DR), Multi-Integrated Services Team (MIST) and local Family Resource Centers.— Kern County Board of Supervisors / Bakersfield City Council, Kern County Network for Children • Secure adequate funding for evidence-based programs targeting gang members who are currently in the custody of the Probation Department: LEAPS (Life Excelerator Assessment of Personnel Skills), Cognitive Behavior, Social Skills Training and Aggression Replacement Training.— Kern County Board of Supervisors / Bakersfield City Council, Probation Department, Mental Health Department 	<ul style="list-style-type: none"> • Ongoing. Used GIS to identify target population / high density areas; Identified areas of need to assist Early Intervention Program, Adult High Risk Unit and Gang Intervention and suppression Team. • Program disbanded due to lack of funding. • Completed. • Ongoing. Implemented DR throughout Kern County service areas. Community- based, integrated case management and Family Resource Centers are foundation for Kern’s DR service model. • Completed. All of the Probation Department’s Commitment programs (Kern Crossroads, Camp Erwin Owen and Pathways Academy) are providing evidence-based programming.

Intervention

Goal: *To develop a comprehensive countywide intervention approach to reduce criminal gang activity and violence in Kern County.*

Objective: *Build systems intervention capacity through enhanced collaboration with community- and faith-based organizations to ensure accountability of outcome based programs.*

Measures: *20% increase in the number of community- and faith-based organizational gang intervention projects for a three-year period.*

Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Identify and place responsibility for coordinating community-based and faith-based gang intervention service expansion within a responsible, broad based, and historically effective organization. – Kern County Board of Supervisors / Bakersfield City Council • Allocate funding for domestic violence intervention strategies, including additional services to victims (e.g. Alliance Against Family Violence, court mandated training programs.)— Kern County Board of Supervisors / Bakersfield City Council • Increase capacity for family involvement intervention strategies, including family mentoring, at risk leadership programs, and school outreach programs.— Kern County Network for Children, Probation Department, Kern County Superintendent of Schools • Develop community-based youth substance abuse treatment program.— Kern County Mental Health • Provide capacity building, outcome-based program development training for interested community partners.— Kern County Network for Children • Integrate Workforce Investment Act Youth Activities with gang intervention strategies to target employment and academic efforts for at-risk youth.— Employers’ Training Resource, KCSOS, Kern High School Dist. • Secure funding for innovative “promising practice” gang intervention programs.— Kern County Board of Supervisors / Bakersfield City Council 	<ul style="list-style-type: none"> • Completed. Board of Supervisors, through County Administrative Office, oversee gang intervention service expansion and responsibilities. • Ongoing. Government entities, including Board of Supervisors and Bakersfield City Council, support local domestic violence intervention strategies through financial and other contributions. • Completed. KCSOS, Garden Pathways and Stay Focused Mentoring work closely to support family mentoring. Several Project 180 youth participated actively in the 2009 Leaders in Life Conference. • Ongoing. Substance abuse treatment at Blanton Ed. Center and Star Academy. Expanded adolescent treatment services. • Ongoing. Efforts to Outcomes reporting system facilitates data capture and better communication among agencies. • Ongoing. ETR encourages youth service providers to develop targeted services for foster youths, youths of incarcerated parents and gang-involved / at-risk youth. • Ongoing. Board of Supervisors funds several innovative gang intervention programs through the Probation Department.

SUPPRESSION

Suppression

Goal: *To develop a comprehensive countywide suppression approach to reduce criminal gang activity and violence in Kern County.*

Objective: *Develop a process whereby local, state and federal agencies work together and share information to reduce criminal gang activity.*

Measures: *Diminish duplication of efforts and establish greater working relationships between agencies to eliminate cross-jurisdictional gang activity.*

Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Establish regular forum for all law enforcement units dedicated to gang suppression to meet and exchange information.— All local law enforcement agencies • Work with other agencies and increase periodic sweeps of identified gang members.— All local law enforcement agencies • Establish a county-wide radio channel for interoperable communications dedicated to all local gang units.— All local law enforcement agencies • Increase size and effectiveness of Kern County Sheriff’s Department Gang Unit— Kern County Sheriff’s Department • Augment utilization of the Gang Enforcement Team to assist in preparing and planning operations in outlying areas— Kern County Sheriff’s Department • Develop methods to disseminate gang related information received to all gang enforcement units countywide and to those agencies not having gang units.— Kern County Sheriff’s Department • Conduct regional interagency operations targeting communities with high levels of gang activity.— Probation Deputy Chief of Field Services 	<ul style="list-style-type: none"> • Completed. KCSD convenes monthly Meetings of Kern County Gang Investigators Association to exchange information between law enforcement. • Ongoing. Municipal, County, State and Federal law enforcement agencies involved (<i>BPD report attached</i>). • Completed. County Communication Center established “Local Law Channel” for direct communication among gang investigators in field. • Ongoing. Decreased to 12 commissioned personnel and 1 civilian personnel due to salary savings. • Ongoing. Gang Unit trained 25 G.E.T. members throughout Sheriff’s Department, serving as liaisons for substations, patrol shifts & detectives. • Ongoing. Aggressively coordinated and certified several law enforcement agencies in use of Cal-GANG database, an information data bank. • Ongoing. In 2011, the Adult High Risk Unit and GIST continued to participate in numerous multi-agency operations throughout Kern County.

Suppression

Goal: *To develop a comprehensive countywide suppression approach to reduce criminal gang activity and violence in Kern County.*

Objective: *Create a Target Gang Unit within the District Attorney’s Office.*

Measures: *Decrease in most active known “shot callers” and gang leaders generating the most violent gang crime in Kern County.*

Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Establish six (6) new deputy district attorney, one (1) gang crimes investigator and one secretary positions to staff a new unit to target the most active and violent gang members.— District Attorney • Establish protocol to proactively identify and prosecute targeted gang members.— District Attorney • Coordinate with law enforcement agencies to conduct probation and parole searches on the targeted gang members.— District Attorney, Local law enforcement agencies • Prosecute all crimes committed by targeted gang members with emphasis on increased jail / incarceration time.— District Attorney 	<ul style="list-style-type: none"> • Completed. <i>(See attached report.)</i> • Completed. <i>(See attached report.)</i> • Completed. District Attorney’s Office has conducted three referenced “sweeps.” <i>(See attached report.)</i> • Completed. Ongoing and in place. <i>(See attached report.)</i>

Suppression

Goal: *To develop a comprehensive countywide suppression approach to reduce criminal gang activity and violence in Kern County.*

Objective: *Expand Regional Gang Unit within the District Attorney's Office.*

Measures: *Decrease gang violence by focused regional approach; Increase filing of gang cases by 15% .*

Action Steps / Responsible Party	Status
<ul style="list-style-type: none">• Establish protocol with regional agencies and law enforcement for the investigation and submission of prosecution requests for gang related crimes.— District Attorney• Provide training to law enforcement in the regional areas and those dealing with juveniles in the requirements of gang cases and testifying as an expert witness.— District Attorney	<ul style="list-style-type: none">• Ongoing and in place. District Attorney had a designated gang prosecutor assigned to north Kern and one to south Kern, but since 2010 has not designated a gang attorney to these areas as violent crime has fallen. This enables attorneys to focus on gang crimes in East Bakersfield, which are more prevalent.• Ongoing and in place. Lead attorney of Juvenile Office is member of the District Attorney's Gang Unit and personally reviews all cases submitted and confers with submitting agencies to ensure that they are indeed prepared for presenting their cases and providing expert testimony.

Suppression

Goal: *To develop a comprehensive countywide suppression approach to reduce criminal gang activity and violence in Kern County.*

Objective: *Ensure coordination between District Attorney's Office and local agencies on preparing personnel as expert witnesses and the legal requirements of gang cases.*

Measures: *Increase law enforcement personnel trained as gang experts and increase legal knowledge of gang case requirements; Increase filing of gang cases by 15%.*

Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Conduct training sessions with law enforcement on the legal requirements of gang prosecutions and testifying as a gang expert.— District Attorney; All local law enforcement agencies • Focus on fully informing newly appointed gang deputies and gang officers with all legal requirements of gang prosecutions, including issues with investigations, questioning, report writing and testifying.— District Attorney; All local law enforcement agencies • Coordinate with regional substations and departments on their specific needs concerning the submission and prosecution requests for gang cases.— District Attorney • Coordinate with the District Attorney and other certified trainers to prepare probation staff to testify in court as expert witnesses.— Probation Chief of Field Services; District Attorney's Office • Provide gang training for sworn and detentions staff— Sheriff 	<ul style="list-style-type: none"> • Ongoing and in place. District Attorney personnel conducts training sessions for gang investigators on how to testify as an expert. • Ongoing and in place. District Attorney personnel meet monthly with Regional Gang Investigators Association to discuss these issues. • Ongoing and in place. Regionally assigned north and south / east Kern gang prosecutors work directly with these agencies and personally handle their cases. • Ongoing and in place. District Attorney's Office provided training sessions regarding courtroom testimony for specialized Probation units. • Ongoing. Sheriff's Gang Unit trains in Basic Academy and in Detention Deputy Academy. Also teach in Advanced Officer Training and attend roll call training with detectives and patrol.

Suppression

Goal: *To develop a comprehensive countywide suppression approach to reduce criminal gang activity and violence in Kern County.*

Objective: *Encourage local law enforcement agencies to further develop gang hotline, PSA campaigns and community involvement in suppressing gangs.*

Measures: *Increase public awareness and community cooperation in the prosecution of gang cases by increasing the number of witnesses assisting in prosecutions.*

Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Continue conducting regular forums with faith-based community to address the public's relationship with law enforcement and concerns surrounding gang violence.— District Attorney Ed Jagels; All local law enforcement agencies • Expand the community forum model to outlying regions of Kern County in an effort to educate and involve the public on gang violence, as well as finding proactive solutions.— District Attorney; All local law enforcement agencies • Develop and promote PSA campaigns to decrease gang violence.— All law enforcement agencies • Ensure proper implementation of protocol for the Communications Center to expeditiously transfer the information to the Special Enforcement Unit or the Officer in Charge.— Chief / Bakersfield Police Department • Continue public awareness campaign notifying the community of the Gang Activity Line.— Bakersfield Police Chief / Bakersfield Police Department • Develop a toll-free gang hotline into the Communications Center.— Sheriff; Bakersfield Police Chief 	<ul style="list-style-type: none"> • Ongoing and in place. In 2011 the District Attorney's Office joined law enforcement and community volunteers to form the Safe Streets Partnership. This group requires gang members to attend regular forums where law enforcement officials and citizens tell them that gang violence will not be tolerated. Gang members are invited to become law abiding citizens with the community's help; if not, they know they will be prosecuted. • Ongoing and in place. • Completed. Developed informational pamphlets, refrigerator magnets and information booths at public events to educate public on awareness. • Completed. 325-GANG has been operating Since 2008. BPD Communications Center answers line 24 hours and transfers information to Direct Policing Unit or on-duty Patrol supervisor; Sheriff receives information on gangs outside City of Bakersfield. • Completed. 325-GANG given to public by various sections of BPD on an ongoing basis, including Recreation and Parks literature and local media. • Completed. 888-599-GANG has already generated several leads for investigators.

Suppression

Goal: *To develop a comprehensive countywide suppression approach to reduce criminal gang activity and violence in Kern County.*

Objective: *Increase use of technology to assist in intelligence gathering and gang suppression.*

Measures: *Decrease in known gang “hangouts” coupled with an increase in technology to assist in the arrest and prosecution of gang members.*

Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Increase surveillance efforts through the use of mobile camera technology to curb street narcotic sales, as well as assist in undercover operations in high crime areas and known areas of gang activity.— Bakersfield Police Department • Develop a program by which all arrest information on known gang members is routed to the gang unit which will, in turn, notify the District Attorney’s Target Gang Unit of the arrest.— Bakersfield Police Department • Work with the Kern County Probation Department and the California Department of Corrections to develop a GPS-based monitoring system of gang offenders released from custody.— Local law enforcement agencies; Probation Department; State Parole • Utilize existing and future technology such as GIS (Geographical Information Systems), GPS (Global Positioning Systems), etc. to monitor identified gang members and enforce Superior Court orders.— Probation Chief; Local law enforcement agencies 	<ul style="list-style-type: none"> • Ongoing. BPD Gang Unit has utilized video surveillance and in process of finalizing network of mobile and stationary cameras to be used in areas with history of gang violence. • Completed. BPD’s Records Management System notes gang membership of all known gang members registered in the system. DPU officers review gang arrests for suitability of gang enhancements and refer them to District Attorney’s office. • Ongoing. Currently obtaining approval to purchase GPS devices. The capability to operate a monitoring system for gang offenders and sex offenders is based on the ability to purchase these devices. • Ongoing. Currently obtaining approval to purchase GPS devices. The capability to operate a monitoring system for gang offenders and sex offenders is based on the ability to purchase these devices.

Suppression

Goal: *To develop a comprehensive countywide suppression approach to reduce criminal gang activity and violence in Kern County.*

Objective: *Suppress criminal activities in Kern County through continued monitoring and supervision of gang members on probation.*

Measures: *Decrease in criminal gang activity and gang violence in Kern County committed by probationers.*

Action Steps / Responsible Party	Status
<ul style="list-style-type: none">• Establish an Adult High Risk Offender Unit to monitor identified gang members and other high risk offenders to increase public protection.— Probation Deputy Chief of Field Services • Enhance the Gang Intervention and Suppression Team and Juvenile Aftercare Unit with additional staff.— Probation Chief	<ul style="list-style-type: none">• Ongoing. The Adult High Risk Unit established in February 2008 with 1 Probation Supervisor, 2 Deputy Probation Officer III's and 4 Deputy Probation Officer II's with 4 positions currently vacant. • Ongoing. Enhanced investigation units with 3 officers in anticipation of the increased workload. The additional officers for the Gang Intervention and Suppression Team and the Aftercare Unit remain vacant.

Suppression

Goal: *To develop a comprehensive countywide suppression approach to reduce criminal gang activity and violence in Kern County.*

Objective: *Suppress criminal activities in Kern County through incarceration of gang members.*

Measures: *Increase jail bed space to allow for dedicated beds.*

Action Steps / Responsible Party	Status
<ul style="list-style-type: none"> • Commit 32+ jail beds for housing of criminal gang members.— Sheriff • Increase capacity for beds.— Sheriff • Increase size and effectiveness of detentions gang intelligence personnel.— Sheriff • Develop protocols for filling gang bed space.— Sheriff • Allow the booking of gang members who have misdemeanor warrants.— Sheriff 	<ul style="list-style-type: none"> • Ongoing. Sheriff Youngblood directed classification unit to focus keeping 32 beds open for gang members. • Completed. 192 gang members can now be housed in more secure Lerdo Max-Med facility and Pre-trial facility. • Reduced. One detention deputy is now assigned to work with Sheriff’s Gang Section. • Ongoing. Classification unit and one dedicated gang deputy have ongoing procedure in place to identify gang members who will identify “shot callers” in custody upon arrest. • Ongoing. Sheriff’s Department, BPD and DA’s Target Gang Unit are in communication with Sheriff’s Classification unit to identify inmates with misdemeanor warrants that will not be cited or released early due to overcrowding because of their gang influence in the community.

BUDGETARY DISCUSSION

During these difficult economic times, it is particularly crucial that policymakers recognize that investments in gang prevention, intervention and suppression—such as those that were made in FY 2007-08 and FY2008-09 — continue as a long-term effort. As we have seen, short-term gains in reducing gang violence have been overridden by the severe economic recession and the lack of government resources to place toward this problem. Our community continues to face a daunting financial and employment climate.

One of the first critical steps toward the implementation of the Strategic Plan involved the Kern County Board of Supervisors' allocation of an unprecedented \$24+ million in FY 2007-08 to fund plan objectives. The Board again reasserted those priorities in adopting the FY 2008-09 budget. However, as the County endured repeated years of fiscal constraints, the Board was forced to cut gang related funding to \$9.5 million in FY 2009-10 and to \$9.2 million in FY 2010-11.

As noted in the original Strategic Plan, the initial commitments entailed permanent annual budget funding earmarked specifically for the purpose of combating gang violence in Kern County. The eruption of gang violence in Kern County did not arise overnight and, as such, will not be resolved instantaneously. Nevertheless, it is clear when observing the improving trends related to gang violence between 2005 and 2008 that initial efforts were well-aimed. The plan's integrated approach makes much more efficient use of scarce budget resources to generate positive outcomes; however, sufficient funding is absolutely instrumental to our success. The Board of Supervisors must continue to demonstrate its confidence in the Strategic Plan by accordingly funding each of its three key elements.

As fiscal realities intrude on local governments' budgets, it is tempting for policymakers to waver or shift funding priorities from the intensive program focus and fiscal commitment that are critical to win this battle. But public safety and gang abatement must remain one of the top priorities in our community.

Traditionally, suppression efforts in Kern County have received the lion's share of resources, relative to both prevention and intervention. The Strategic Plan requires that prevention and intervention efforts receive equitable fiscal allocations to in order to make a lasting and significant impact on the future of at-risk youth. As noted in the budgetary discussion above, initial execution of the Strategic Plan provided gang prevention and intervention with an unparalleled level of funding to address the needs of youth and keep them from entering a life of crime and gang involvement; it is imperative to stand by that initial commitment if we are to see any lasting progress.

CONCLUSION

As a community, Kern County has begun to contend with several long-standing issues that have amplified the undercurrent of concern:

- Increasing numbers of gang-involved youth
- Increasing levels of serious crimes committed by young gang members
- Limited resources
- Disengaged families
- Lack of sufficient culturally and ethnically relevant dialogue

These difficulties show the continuing need for County and City agencies to take direct and overt action in partnership with the communities that are victimized by gang violence.

The casual disregard for human life exhibited by younger and younger gang members shows they have not formed the most basic connections with other people that promote responsible behavior, and the Strategic Plan aims to re-establish these ties in at-risk youth as well as in habitual offenders who are ready to change but need help and guidance.

Community members continue to suggest a wide range of possible solutions that we will continue to explore. Some have been implemented, while other innovative ideas and solutions to these complex issues must still be developed and discussed.

For instance, in the last couple of years, we have met with current and former gang members to have frank discussions with those already in “the lifestyle” and have learned from these conversations as to how we can better prevent vulnerable youth from venturing upon this dangerous and violent path. We have worked to expand access to after-school programs during non-traditional hours (e.g. early evening, weekend.) We have met quarterly to continue learning about the state of gang violence in our community. While we may be winning this current fight against gang violence, the war against this unfortunate reality is far from over. Combating gang violence must remain a priority within the community and greater efforts to collaborate between and across all sectors must persist. Only thorough consideration by all stakeholders will yield new, innovative ideas that may benefit our community.

The Joint City/County Standing Committee to Combat Gang Violence will require the continued direct involvement of many people in implementing and evaluating the action steps noted above. We owe a tremendous debt of gratitude to the leaders who have invested their time and expertise in recent months and years to ensure the successful implementation of this Strategic Plan.

We look forward to other sectors of our community also joining us as we move on to the next phase of the Kern County Gang Violence Strategic Plan.

What was true in 2007 remains so today: Kern County truly requires “All Hands on Deck” to fight gang violence!