

Agenda Report

TO: CITY COUNCIL
THROUGH: FINANCE COMMITTEE

DATE: JANUARY 14, 2008

FROM: CITY MANAGER

SUBJECT: APPROPRIATION OF FUNDS IN AN AMOUNT NOT TO EXCEED \$50,000 TO SUPPORT THE EFFORTS OF THE YOUTH DEVELOPMENT AND VIOLENCE PREVENTION COMMITTEE

RECOMMENDATION

It is recommended that the City Council: 1) approve in concept the Youth Development and Violence Prevention Committee's Plan of Action with scope of works items A through D; 2) authorize a journal voucher appropriating funds, from the unappropriated General Fund balance to the non-departmental portion of the Fiscal Year 2008 operating budget, in an amount equal to the contributions of other Youth Development and Violence Prevention Committee member agencies, not to exceed a total City contribution of \$50,000, to fund the hiring of a consultant to support the efforts of the Committee; and, 3) direct staff to include a detailed scope of services with deliverables in the agreement with the Western Justice Center.

BACKGROUND

In response to a recent increase in youth violence the City Council, on September 17, 2007 created the Youth Development and Violence Prevention Committee. The Committee brings together representatives from local, county and state government, educational institutions and the faith-based community for the purpose of developing a comprehensive, coordinated, and sustainable community-wide strategy and policies to reduce violence in Pasadena and Altadena, to support children and families, and to ensure the opportunity for all youth to develop to their fullest potential.

The Committee has held a number of meetings focusing on the issue, and has outlined a plan of action to promote youth development and reduce violence. The plan includes four phases: Assessment of Best Practices, Community Engagement and Deliberation, Bridging Gaps and Methods for Developing Effective Programs, Practices and Policy, and Development and Evaluation of Implementation Strategy.

Given that the Committee lacks full-time staff resources, developing the elements of the action plan is best accomplished through the engagement of a qualified consulting firm. And, the Committee has determined that the Western Justice Center is best qualified to provide these services. It is estimated that the total cost of such services will not exceed \$100,000 and that this cost should be shared amongst the governmental and educational entities participating in the effort. The City Council has previously indicated a willingness to match, on a dollar for dollar basis, the contributions provided by other agencies, not to exceed a total City contribution of \$50,000.

Pending approval of the recommended action, staff will engage the services of the Western Justice Center through the City's normal procurement process.

FISCAL IMPACT

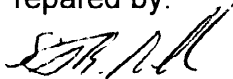
Sufficient funds are available in the General Fund unappropriated fund balance.

Respectfully submitted,



Bernard K. Melekian
City Manager

Prepared by:



Steve Mermell
Assistant City Manager

Attachment: Report from Committee for Master Plan Consultant Selection and Management

Report from Committee for Master Plan Consultant Selection and Management

Introduction: The Committee for Master Plan Consultant Selection and Management met on October 29, 2007 with Najeeba Sayeed-Miller of the Western Justice Center and developed a broad outline for a team of consultants to produce a master plan for youth development and violence reduction. On November 1 the Committee on Youth Development and Violence Prevention accepted these recommendations in concept and directed the group to continue to flesh out the specific details concerning the consultant and the proposal.

The Committee for Master Plan Consultant Selection and Management met again on November 14 with Najeeba Sayeed-Miller and a Chad McRae, Fellow at the Center, who presented a well thought-out, comprehensive draft on Current Youth Violence Prevention Engagement Process and Recommendations. Ms. Sayeed-Miller and Mr. McRae were excused while Center's role in the work of the Committee and the development of the plan for action was discussed.

The Committee met again on November 21 without Ms. Sayeed-Miller or Dr. Kelly, who was out of the country, to further develop the engagement process and recommendations into a plan of action to promote youth development and reduce violence.

The Committee for Master Plan Consultant Selection and Management presents this Plan of Action to the Committee on Youth Development and Violence Prevention Committee for review and approval.

Plan of Action to Promote Youth Development and Reduce Violence

- I. **Statement of Purpose:** To develop the Pasadena Plan of Action to Promote Youth Development and Reduce Violence. This Plan will be a blueprint for change that points the way towards a brighter future for our community's youth and families. It is based upon a commitment to foster a community that cares and to promote youth development through collaboration among the City of Pasadena, the Altadena Town Council, the Pasadena Unified School Board, Pasadena City College, and county and state elected officials who serve this community.

The Plan will not be another report to set on a shelf but will be a document focused on specific action steps, on accountability and on successful outcomes.

The proposed scope of work should include the following four phases:

II. Scope of Work

A. Assessment of Best Practices

Many inventories and mapping processes have already been completed or are in progress in Pasadena/Altadena. The consultant should review these inventories and mapping reports (instead of embarking on a new mapping process) in order to identify the resources that already exist as well as gaps in services and programs in youth

, among others,

development and violence prevention. ~~In particular~~ this assessment should address the following questions:

- i. Are children and young people provided the resources and guidance—through the schools; social service agencies, both public and non-profit; and faith-based and community organizations--necessary to afford them with clear pathways to becoming independent, productive adults?
- ii. Are children and young people provided the resources and guidance—through the schools; social service agencies, both public and non-profit; and faith-based and community organizations--necessary to give them the opportunity to explore and develop their talents, interests, abilities and dream?
- iii. Are current prevention, intervention and re-entry programs effective and are they serving children and youth at the three major developmental stages: elementary to middle school, middle school to high school and high school and beyond (including dropouts and students who have not succeeded in passing state required examinations for graduation and emancipated foster youth)?
- iv. Are current programs reaching the highest at risk populations and are those, already involved in gangs, seeking alternatives to gangs?
- v. Are current programs effective and coordinated with each other?
- vi. Is there a safety network that is wrap-around and hits all modes of potential entry into gangs?
- vii. Do existing networks collaborate with each other to serve the targeted population?
- viii. What is the perception of the effectiveness of existing programs and networks by those directly affected by violence (such as families, active and former gang members) and by those that serve the population most at risk (teachers, ministers, courts, probation, city and community agencies)?

B. Community Engagement and Deliberation

It is important that communities be defined broadly. The process should identify all stakeholders. In addition to those individuals, families and communities directly affected by the violence that has occurred in Pasadena/Altadena, it is important to engage a broad base of constituencies that may play an important role in finding ways to reduce violence and promote youth development: such as faith-based organizations; businesses; the school district; higher educational institutions; agencies, public and non-profit agencies; city and county employees; legal professionals; and court-based programs.

Choice of facilitators and location is extremely important. The lead consultant should assemble a team of facilitators who are culturally competent and who will reflect the cultural and linguistic characteristics for each stakeholder group. The consultants

should meet with each stakeholder group individually and share the assessment generated in A above. This process should be interactive and should be scheduled in places and in a manner that is most comfortable to the stakeholder group. In addition to getting feedback on policies, programs and practices, this process provides an opportunity to engage stakeholders across groups to promote on-going collaboration.

As a final step, the consultants should seek to get substantive feedback from the stakeholder groups, especially those affected directly by the violence, about the issues, concerns and recommendations of the other stakeholder groups so that they can see that their experiences have been validated, their recommendations heard and both have been integrated into the assessment document.

C. Bridging Gaps and Methods for Developing Effective Programs, Practice and Policy

The consultant will use the data, experiences and recommendations gathered from the community through the community engagement process described in B above and provide recommendations on programs, practice and policy that will promote youth development and reduce violence in the form of short-term, intermediate, and long-term, action-oriented goals, objectives and implementation strategies with measurable outcomes.

D. Development and Evaluation of Implementation Strategy

The implementation strategy shall include timelines for performance, recommendations for who will be held responsible for performance and a methodology and criteria for how to evaluate the performance. The visions for youth development and solutions for the range of issues presented by violence should be as inclusive as possible while maintaining clear benchmarks for performance. Community engagement, including those directly affected by the violence, must be involved in implementation and evaluation of performance. This engagement process should strengthen networks as well as public/private and inter-governmental partnerships that will continue to exist and function without the intervention of a third party consultant.

III. Estimated Project Cost (not to exceed) \$100,000)

IV. Projected Schedule:

- Review and approval by Youth Development and Violence Prevention Committee December 6, 2007;
- Approval by Pasadena City Council by December 17, 2007;
- Final report due to Youth Development and Violence Prevention Committee by late March 2008

V. Consultants:

It is recommended that the Committee approve the Western Justice Center to:

- serve as the lead consultant for development of the Plan of Action.
- assist the Committee for Master Plan Consultant Selection and Management in developing the selection methodology for the consultant team so as to include at least one nationally recognized expert in youth gang violence reduction, prevention and intervention; one local expert with experience working with the African American community and one with experience working with the Latino community in the areas where the recent violence has occurred; and at least one expert in youth development.
- serve as the primary administrative support for the Youth Development and Violence Prevention Committee and its subcommittees.
- assure that the ongoing and prior work by the Western Justice Center in related activities is fully integrated into the Plan of Action.
- work closely with the Committee for Master Plan Consultant Selection and Management in the development of the Plan of Action to Promote Youth Development and Reduce Violence.

December 6, 2007