



March 8, 2010

**FROM:** Steve Mermell, Assistant City Manager

**TO:** City Council

**SUBJECT:** Selection of a Proposed Community-Based Non-Profit Organization to Serve as Institutional Home and Convener of Local Violence Prevention and Intervention Providers

On November 16, 2009, the City Council received the final report from the Youth, Families and Neighborhoods Ad Hoc Committee, consisting of the Gap Analysis and recommendations prepared by Harder and Company. The Council directed staff to pursue and return to the Public Safety Committee with a report on the potential for an existing nonprofit entity to serve as the community-based institutional home and convener of organizations directly addressing community violence, as recommended in the Gap Analysis report. Staff was also directed to consider one or more methods for creating a link between the City Council and the institutional home.

On March 1, 2010, staff presented the Public Safety Committee with the results of the effort to identify an institutional home as recommended by the Gap Analysis report, as well as analysis and recommendations to create a link between the institutional home and the City Council for the purpose of providing oversight and leadership to this important effort. These results and recommendations were unanimously endorsed by the Public Safety Committee.

Given the level of community interest in this issue, the Committee wishes to present this item for information to the full City Council. Accordingly, the staff report presented to the Committee is hereby transmitted.

Respectfully Submitted,

Steve Mermell  
Assistant City Manager

03/08/2010

Item 7



HUMAN SERVICES & RECREATION DEPARTMENT

**TO: PUBLIC SAFETY COMMITTEE                      DATE: March 1, 2010**

**FROM: HUMAN SERVICES & RECREATION DEPT.**

**SUBJECT: SELECTION OF A COMMUNITY-BASED NON-PROFIT  
ORGANIZATION TO SERVE AS INSTITUTIONAL HOME AND  
CONVENER OF LOCAL VIOLENCE PREVENTION AND  
INTERVENTION PROVIDERS**

**RECOMMENDATION:**

It is recommended that the Public Safety Committee:

- 1) Endorse the selection of Flintridge Foundation, who was selected through a competitive selection process consistent with the provisions of Pasadena Municipal Code Chapter 4.08, to serve as the institutional home and convener of local violence prevention and intervention providers, consistent with the recommendations of the "Gap Analysis and Recommendations" Report prepared by Harder and Company presented to the City Council on November 16, 2009; and,
- 2) Direct that Flintridge Foundation report to the City Council Public Safety Committee no less than quarterly regarding progress, issues, strategies and actions to address violence prevention and intervention in Pasadena, with a particular focus on youth and young adults.

**EXECUTIVE SUMMARY:**

At the City Council meeting of November 16, 2009, Council received the final report from the Youth, Families and Neighborhoods ad hoc Council committee, including the "Gap Analysis and Recommendations" Report prepared by Harder and Company. The Report recommended a number of strategies aimed at improving violence prevention and intervention focused primarily on youth and young adults. Consistent with the recommendations of the Report, staff was directed to explore the potential for an existing non-profit entity to serve as a community-based institutional home and convener of organizations directly addressing community violence as well as consider one or more methods for creating a link between the institutional home and the City Council to provide oversight and accountability.

To identify the best suited non-profit to serve as the institutional home, a Request for Proposal (RFP) was issued that resulted in two proposals being submitted.

Following a review of the proposals and based on the evaluation criteria set for in the RFP, staff recommends selection of the Flintridge Foundation to serve in this capacity. If endorsed by the Public Safety Committee, staff will finalize the work plan and budget with Flintridge Foundation, not to exceed an initial annual allocation of \$50,000.

To identify the most appropriate and functional method for linking the selected agency with City Council, staff reviewed such options as: establishing a new City commission or advisory body to focus specifically on violence prevention and intervention; assigning this responsibility to an existing City commission; and/or linking the institutional home directly to a City Council Standing Committee. Following review of these options, staff recommends linking the institutional home directly with the City Council Public Safety Committee and establishing the Violence Prevention and Intervention report as a standing quarterly report item. While the convener may also provide occasional reports to the City's Human Services Commission, to promote ongoing communication with that advisory body, a quarterly report to the Public Safety Committee will promote timely and effective direct communication and maximize linkage with City Council regarding the critical issue of violence prevention and intervention.

#### **BACKGROUND:**

On April 7, 2008 the City Council approved creation of the Youth, Families and Neighborhood ad hoc committee, to provide recommendations that "promote sustainable community-wide policy and infrastructure that support a safe, healthy and nurturing community where youth and adults can develop and thrive". Recognizing the age group that was particularly involved at that time in an increase in crime and violence, the Committee narrowed its focus to youth and young adults ages 17 to 25. To identify current services as well as gaps, and to recommend strategic initiatives to address those gaps, Harder and Company was retained to conduct such an inventory and recommend strategies for action.

At the City Council meeting of November 16, 2009, the "Gap Analysis and Recommendations" Report from Harder and Company was received. This Report included six recommendations and action steps to fill service gaps and promote solutions, addressing leadership, structure, services, collaboration, roles, and timelines. One key element to implementing the range of action steps was the establishment of a local non-profit organization to serve as the community-based institutional home and convener of providers addressing community violence. Accordingly, staff was directed to explore the potential for an existing non-profit entity to in the recommended capacity and to consider one or more methods for creating a link between the institutional home and the City Council to provide oversight and accountability. Staff was directed to complete this work within 90 days.

## **SELECTION OF COMMUNITY-BASED INSTITUTIONAL HOME TO CONVENE PROVIDERS ADDRESSING VIOLENCE PREVENTION AND INTERVENTION**

On December 14, 2009 staff issued a Request for Proposal (RFP) seeking a non-profit organization to service as the community-based institutional home and convener of providers addressing local community violence. A pre-proposal meeting was held on December 21, 2009 attended by representatives of some five local organizations. Two proposals were submitted by the deadline of January 14, 2010, from Journey House and Flintridge Foundation. The proposals were subsequently reviewed based on the evaluation criteria set forth in the RFP as follows:

- The skill and capacity of the applicant to serve in the requested role of convener and facilitator;
- Relevant experience addressing violence among youth and young adults and serving as convener or coordinator of other providers;
- How the applicant envisions implementation of the recommended model, and how the model would operate;
- Price proposal, if any;
- Standard required documents for City contracts.

Both proposers are successful local non-profit organizations and both are currently involved in efforts aimed at violence prevention and intervention. However, Flintridge Foundation offered significant experience serving in the convener and facilitator role (vs. more a more limited service provider role) and committed substantial financial resources toward the proposed effort.

As set forth in its proposal, Flintridge proposes to link this effort with the existing community-wide 20/20 activities, as well as other related projects (e.g. the apprenticeship job training program, Intervention Institute) and to offer a range of capacity-building and skills training activities to local providers, to strengthen and expand local capacity to address prevention and intervention of violence. Accordingly, it is recommended that the City contract with Flintridge Foundation to serve as the community-based institutional home and convener of providers addressing local community violence.

Flintridge proposes to provide the following services as part of its proposed role:

- outreach throughout the local community to identify and include additional providers in this effort, to assure a diverse community voice and wide range of expertise involved in the process;
- promote collaboration and sustainable strategies and models among provider to solve problems;
- convene providers at monthly meetings for the purpose of coordinating and expanding service capacity to address identified gaps;
- establish an organizing team to meet several times per month to serve in leadership role;
- provide strategic planning and capacity building opportunities, with a focus on identifying and addressing key priorities;

- leverage existing resources to secure additional grants and other resource opportunities;
- regular reporting to the City Council through an established system and structure

**STRUCTURE TO LINK CITY COUNCIL WITH THE COMMUNITY-BASED INSTITUTION SERVING AS CONVENER OF ORGANIZATIONS DIRECTLY ADDRESSING COMMUNITY VIOLENCE**

Staff reviewed a range of options to provide a linkage between the institutional home and City Council. Attachment A provides background on the key considerations, advantages and challenges for each model. In summary, it is recommended that the community-based institutional home report directly and regularly to the City Council Public Safety Committee to review progress, issues, strategies and actions to address violence prevention and intervention in Pasadena, particularly focused on youth and young adults. For the initial year it is recommended that the convener provide a report to the Public Safety Committee no less than quarterly basis.

It is further suggested that the convener provide occasional updates to the Human Services Commission and Human Relations Commission, to promote ongoing communication and linkage with those advisory bodies. While the regular quarterly report to the Council Public Safety Committee will promote timely and effective communication and maximize linkage directly with City Council regarding the critical issue of violence prevention and intervention, occasional updates and discussion with both Human Services and Human Relations commissions will broaden the interaction and strengthen the overall infrastructure to prevent and intervene in violence.

**COUNCIL POLICY CONSIDERATION:**

The actions set forth in this report are consistent with the City Council's Strategic Plan goal to ensure public safety and represent fulfillment of one of the Plan's current objectives.

**FISCAL IMPACT:**

Sufficient funds for the proposed contract are available in the Human Services and Recreation Department's Fiscal Year 2010 Operating Budget.

Respectfully Submitted,



Patricia A. Lane, Director  
Human Services and Recreation Dept.

## Attachment A.

### CONSIDERATIONS OF OPTIONS FOR COMMUNITY-BASED CONVENER TO LINK WITH AND REPORT TO CITY COUNCIL

#### **Option A. Create a *New City Commission* or Similar Advisory Body to Link the Violence Prevention and Intervention Convener with City Council**

On November 16<sup>th</sup> when the final report from the City Council ad hoc Committee was presented to Council a number of public speakers advocated for the establishment a new commission focused on children, youth and families.

Concerns about initiating such a commission include the following considerations:

- 1) Potential duplication of the purpose and functions of the Human Services Commission; according to the Pasadena Municipal Code Section 2.86.110: This [Human Services] commission is established to respond to significant unmet human service needs and gaps as identified in such documents as the Policy on Children, Youth and Families; Quality of Life Index; Child Care Policy; Needs Assessment; Children's Scorecard, and related materials.
- 2) A broad general focus on “children, youth and families” may not effectively address the specific issues of *violence prevention and intervention* as recommended by the Harder and Company Gap Analysis Report.
- 3) Using the established City criteria for commission membership and the standard appointment process may be problematic to include key local and regional leadership addressing violence prevention and intervention due to jurisdictional limitations such as city residency.
- 4) The process and time involved in establishing and seating a new City commission may significantly delay implementation of the violence prevention and intervention effort, and given the current economic climate it would be very difficult to identify funding to support an additional commission.
- 5) This structure would add an intermediary step in the linkage between the community-based convener organization and City Council, which may distance the connection between Council and the community convener and may be seen as inconsistent with the recommendations of the Gap Analysis Report.

## **Option B. Assign an *Existing City Commission* to Link the Violence Prevention and Intervention Convener with City Council**

Several existing commissions could be viewed as appropriate “homes” for community efforts addressing violence prevention and intervention, including the Human Services Commission and Human Relations Commission. While this effort seems consistent with the purpose and function of these two commissions, concerns about that approach include the following considerations:

- 1) Both commissions have ambitious Work Plans and are actively engaged in accomplishing those Plans; availability to dedicate the requisite amount of time and focus specifically on violence prevention and intervention would potentially displace other valuable commission activities.
- 2) The existing composition and membership of these commissions does not appear to offer the specific leadership and expertise in violence prevention and intervention.
- 3) The existing rules and regulations for these commissions does not readily offer membership to non-Pasadena residents who may offer significant local or regional experience and expertise in violence prevention and intervention.
- 4) Modification of such rules and regulations may delay implementation of this effort as well as impact the overall ability of the commission membership to accomplish the current Work Plan and activities which benefit the City of Pasadena.
- 5) Assigning the violence prevention and intervention focus to a sub-committee of one of the existing commission would also appear to potentially create a sizable work load that create a workload issue and may steer a commission's focus and accomplishments away from their established, core efforts.
- 6) This structure adds an intermediary step to the linkage between the community-based convener organization and City Council, which may distance the connection between Council and the community convener. Other strategies to facilitate coordination and ongoing communication might includes having a representative of a current City commission serve as a liaison between the community-based convener and the commission, supplemented with occasional (no less than annual) report by the community-based convener to Human Services and/or Human Relations commissions.

**Option C. Identify an *Existing City Council Committee* to Link the Violence Prevention and Intervention Convener with City Council.**

The third, and recommended option, is for a standing City Council Committee to serve as the link between the Violence Prevention and Intervention Convener and the City Council. Pursuant to Pasadena Municipal Code Section 2.05.190 the Public Safety Committee is responsible for reviewing matters relating to public safety and crime prevention programs. As such, Public Safety appears to be the appropriate Committee.

This approach would create a more direct linkage to the City Council as compared to the other options outlined above. Additionally this option would be most in keeping with the recommendation of the Gap Analysis to continue City Council leadership in this critical area. It is suggested that this subject could be established as a regular agenda item for the Public Safety Committee (for example, on a quarterly basis) with the community-based convener providing the report directly to the Committee.