

KING CITY
C A L I F O R N I A

CITY OF KING

**COMPREHENSIVE PLAN
TO END YOUTH VIOLENCE**

**ADOPTED BY CITY COUNCIL
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**COMPREHENSIVE PLAN
TO END YOUTH VIOLENCE**

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BACKGROUND

The City of King is a community of approximately 14,000 residents and 3.8 square miles in the Salinas Valley of Monterey County, California. The City has experienced a significant youth violence problem. During the past 5-year period, the following activity has occurred in King City:

Homicides

2012	2
2013	5
2014	0
2015	5
2016	2

Attempted Homicides

2012	4
2013	7
2014	7
2015	11
2016	11

Other Shootings

2012	8
2013	1
2014	1
2015	12
2016	2

The 5 murders in 2013 resulted in the highest per capita murder rate of any city in California. Of the 14 murders over the past five years, twelve remain unsolved.

The majority of violence issues have been determined to be gang related. Violence originates largely from a territorial dispute between northern and southern gang members. King City is positioned in the area of California commonly considered a northern area, but is predominately considered a southern, or sureno, gang town. It has three identified southern gangs, which garner approximately 150 known members. King City is also home to one northern gang, which has approximately 50 identified members. Further complicating these conflicts is that northern gangs are geographically located in both directions from King City.

In 2016, the City Council formed a Community Task Force to develop a Comprehensive Plan to Address Youth Violence. The overall purpose of this effort is to: 1) protect the community's youth and provide them the best opportunity possible for a good, successful and long life; 2) provide a community where all people feel and are safe; and 3) remove the obstacles that violence creates to providing a high quality of life, such as barriers to attracting businesses and jobs, teachers, doctors, and other factors important to improve the community.

The Community Task Force includes 23 representatives from government agencies, public safety, non-profit organizations, and the community at-large. It was determined that a solution to this problem requires a community-wide effort. Therefore, the Community Task Force was designed to include members that are representative of the community at-large, that have the background and experiences to provide the ideas that will make the plan successful, and that includes those in the community that will be instrumental in implementing the plan.

All meetings of the Community Task Force included attendance and participation by the general public. In addition, public outreach included a specific effort targeting involvement of youth in the community. City staff held meetings with youth from students from all levels in the community to educate them about the process and obtain their feedback on what measures they feel would be effective.

The objective of the process is to develop a comprehensive plan that determines what is necessary to address and solve this problem, which will then provide a blueprint for the City to pursue funding sources and implementation strategies in partnership with the community and other agencies. The plan includes 5 categories of recommendations that have been developed by the Community Task Force, which are prevention, intervention, enforcement, re-entry, and public outreach. The Community Task Force reviewed each category, identified existing programs in order to better coordinate and expand them, and then identified recommended programs and implementation strategies.

YOUTH VIOLENCE INDICATORS

In addition to the City's geographical proximity to historical gang activity, there are a number of factors or indicators that have been found to make a community susceptible to youth violence problems. Four are particularly relevant to King City. The data was used by the Community Task Force to help target recommended programs to address these factors.

The first relevant factor is poverty and income levels. Table 1 shows historical unemployment rates, which have significantly exceeded statewide levels for the past several years.

TABLE 1 HISTORICAL EMPLOYMENT 2000 - 2014

Year	Labor Force	Employment	Unemployment	Unemployment Rate %
2000	4,763	4,057	706	14.9
2005	5500	4800	700	12.6
2006	5400	4700	600	12.0
2007	5500	4800	700	12.3
2008	5700	4900	800	14.4
2009	5900	4800	1100	19.5
2010	6100	4800	1300	21.0
2011	6100	4900	1200	20.8
2012	6200	5000	1200	19.0
2013	6000	5000	1000	17.1
2014	6300	5200	1100	17.8

Source: State of California Employment Development Department ("EDD"), 2015.

Table 2 displays the breakdown of household incomes compared to the overall County, which is well below the countywide average.

TABLE 2 HOUSEHOLDS BY INCOME 2000 AND 2013

Income	City of King				Monterey County			
	2000		2013		2000		2013	
\$0 to \$24,999	992	35%	670	24%	27,292	23%	24,118	19%
\$25,000 to \$44,999	741	26%	688	25%	28,808	24%	23,553	19%
\$45,000 to \$99,999	874	31%	1,018	37%	46,624	38%	45,268	36%
\$100,000 +	212	8%	416	15%	18,475	15%	32,489	26%
Total	2,819		2,792	101%	121,199		125,428	100%

The City's economy is based largely on the agriculture industry. Table 3 provides a breakdown of employment figures in King City.

TABLE 3 EMPLOYMENT BY INDUSTRY

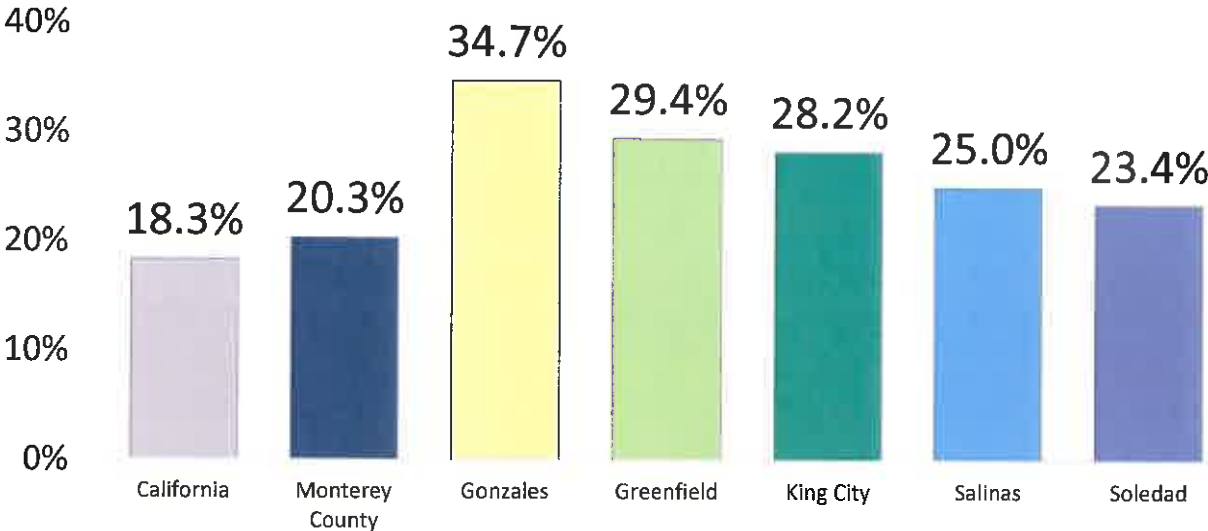
Industry	Estimated Jobs 2000*		Estimated Jobs 2012**		Estimated Jobs 2013***	
Agriculture, forestry, fishing and hunting, and mining	1,532	38.0%	2,492	52.0%	2,065	45.9%
Education services, and health care and social assistance	447	11.0%	640	12.7%	575	12.7%
Manufacturing	369	9.1%	168	3.5%	177	3.9%
Retail Trade	345	8.5%	444	9.2%	534	11.9%
Arts, entertainment, and recreation, and accommodation and food services	228	5.6%	139	2.9%	106	2.4%
Wholesale Trade	209	5.2%	94	2.0%	107	2.4%
Professional, scientific, and management, and administrative and waste management services	206	5.1%	162	3.4%	226	5.0%
Transportation and warehousing, and utilities	143	3.5%	176	3.7%	198	4.4%
Construction	141	3.5%	180	3.8%	198	4.4%
Finance and insurance, and real estate and rental and leasing	72	1.8%	102	2.1%	53	1.2%
Other services, except public administration	114	3.5%	65	1.4%	116	2.6%
Public Administration	197	4.9%	102	2.1%	93	2.1%
Information	24	0.6%	58	1.2%	52	1.2%
Total	4027	100.3%	4,792	100%	4500	100.1%

Source: * City of King Housing Element 2007-2014, ** CA HCD ACS DP-03 2008-2012 *** ACS 2009 – 2013
Table S2405 Percentages may not add up to 100 percent due to rounding.

Graph 1 show poverty rates for the Salinas Valley cities, which demonstrates that King City's poverty rates are well above both the Monterey County and California figures.

Graph 1 Family Poverty Rates 2010 - 2014

Families that were below the Federal Poverty Level in the past year who live with related children under 18 years (2010-2014)

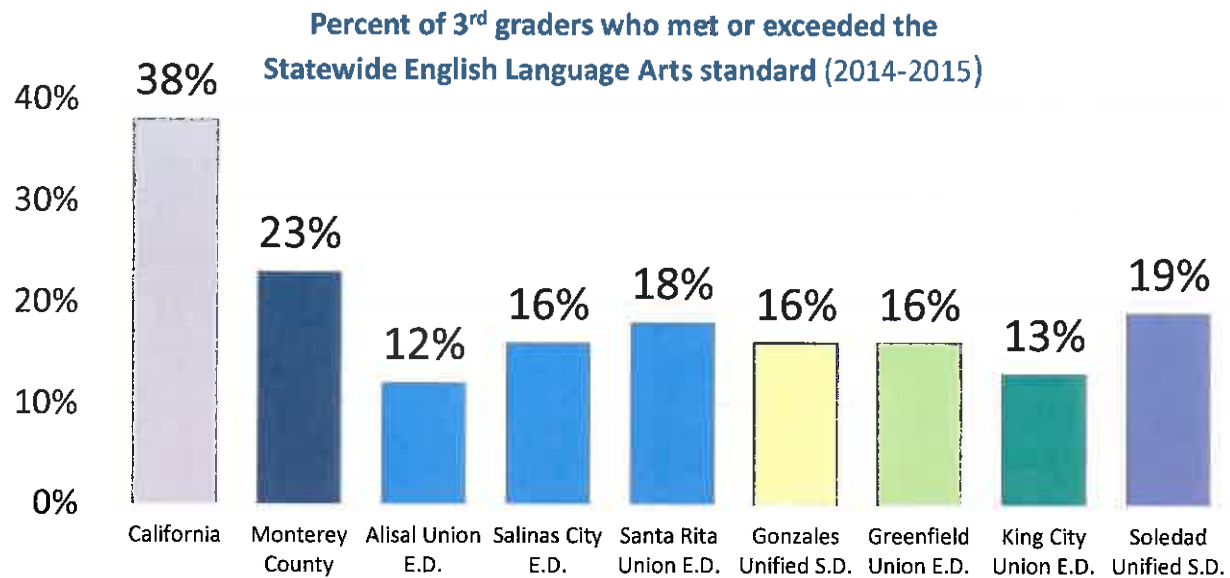


Source: American Community Survey, 2010-2014.

A second critical factor is the development of reading and language skills for children by the 3rd grade. Studies have indicated that this is a critical point in a child's educational development. If children do not have the foundation of good reading skills at that point, it will then become more difficult for them to succeed in other subjects as they proceed through school. As a result, poor 3rd grade readers are more likely to struggle in schools from that point, to begin to become disconnected from their school, and eventually become more susceptible to other influences. It is described that up to 3rd grade children learn to read, and after third grade they read to learn.

Graph 2 shows 3rd grade language skills, and King City is well below the State average and below the majority of the Salinas Valley area.

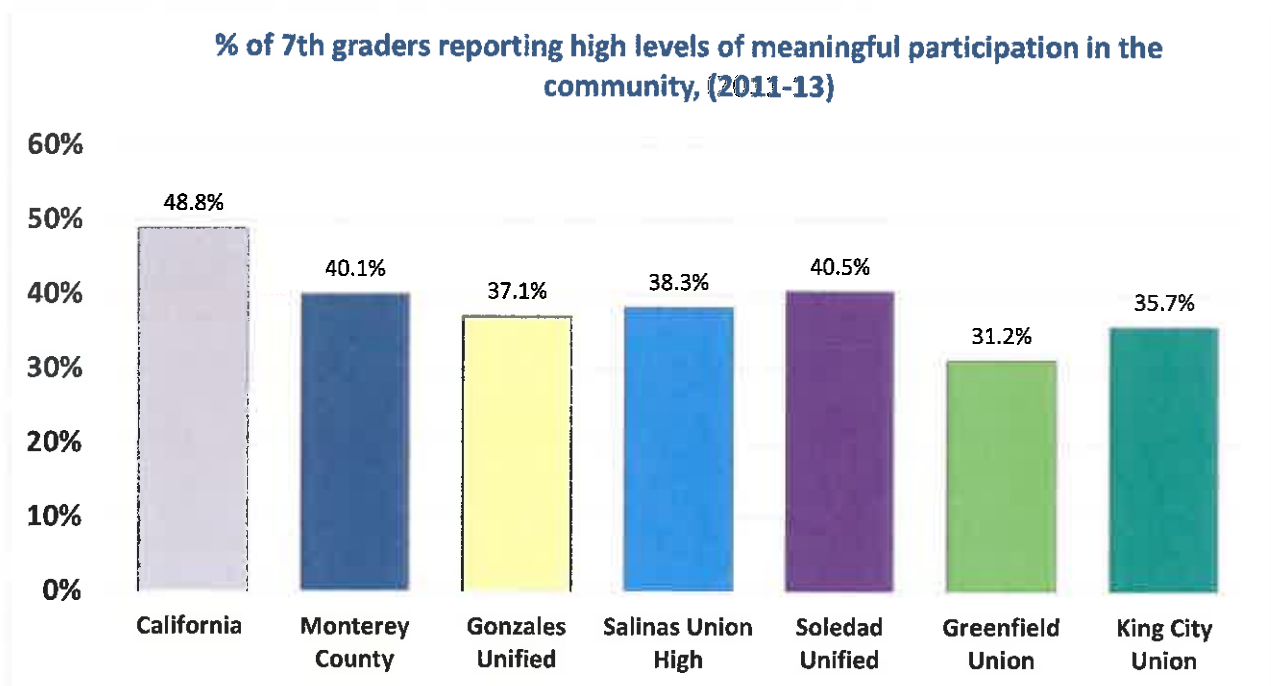
Graph 2 3rd Grade Reading Levels



Source: California Department of Education, California Assessment of Student Performance & Progress 2015 Test

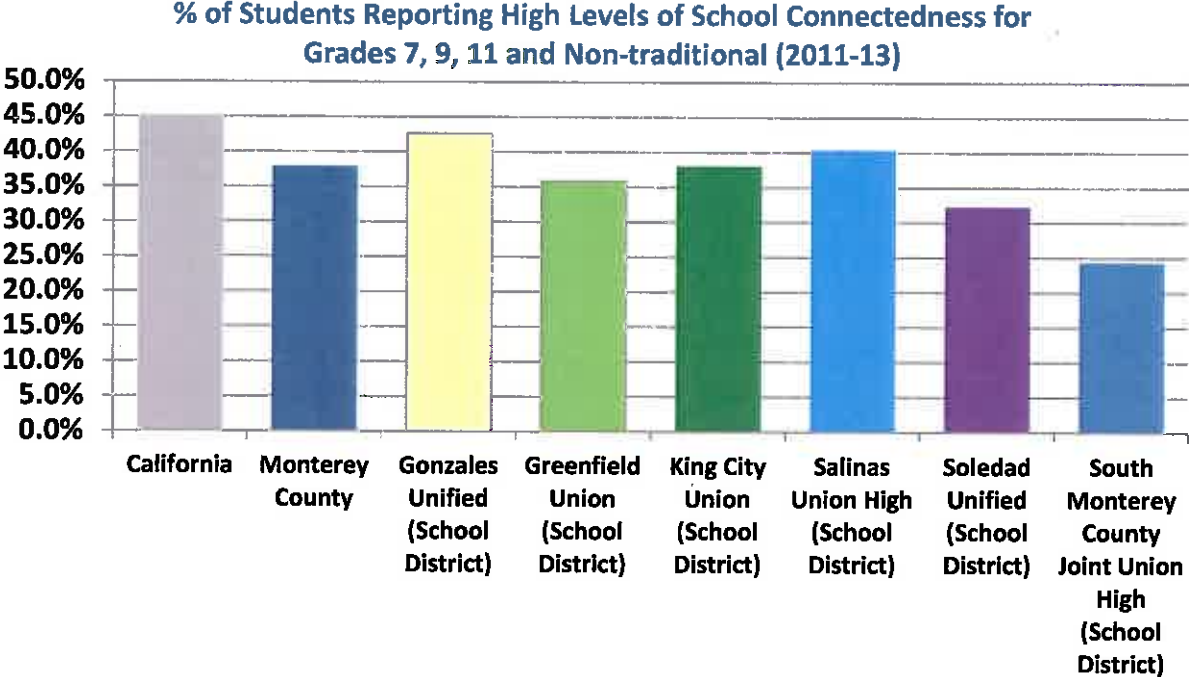
The third key factor is level of connectedness youth feel to their school and to the community. Graph 3 shows level of connectedness for 7th graders with their community. King City is lower than the State and most of the County of Monterey.

Graph 3 Connectedness with Community



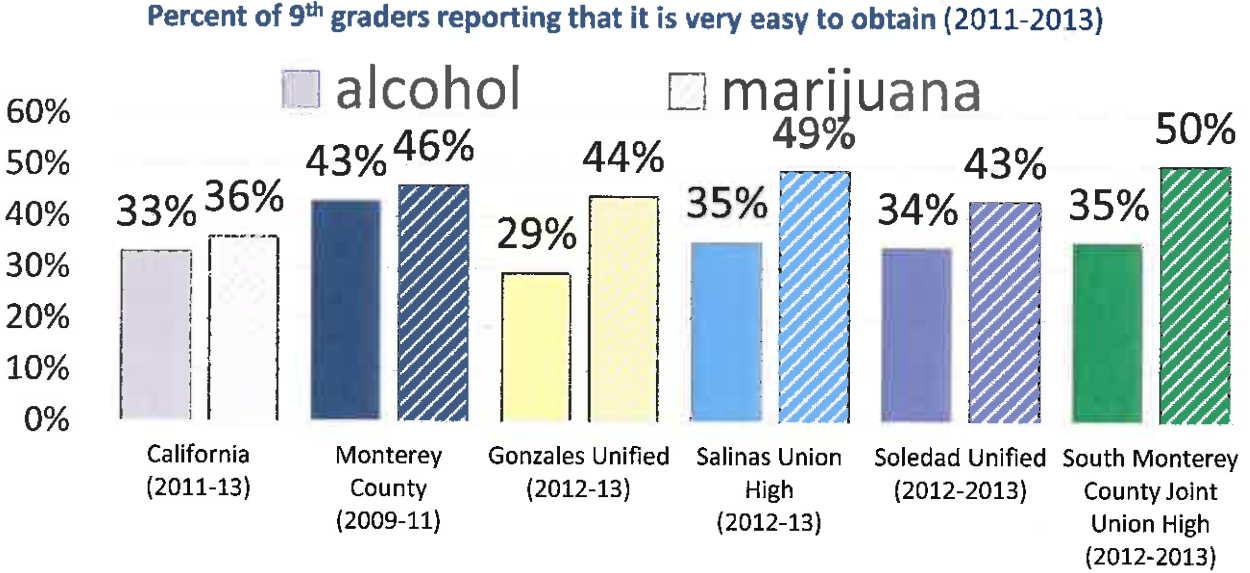
Graph 4 shows level of connectedness teens have with their school. King City, which is part of the Joint Union High School District, is again lower than the State as a whole, the County and Salinas Valley cities.

Graph 4 Connectedness with School



The last key factor is access and use of alcohol and drugs. Graph 5 shows students access to alcohol and drugs. Fifty percent of local high school students reported it was very easy to obtain marijuana compared to 36% in California as a whole.

Graph 5 Access to Alcohol and Drugs



Source: California Healthy Kids Survey, California Department of Education and WestEd, 2011-2013 data.

PREVENTION

Existing Programs

- **School District Services**
 - King City High School literacy program
 - Behavioral Health services provided two days per week at each school level
 - Special Education program provided at each school level
 - English Level Development program provided at each school level
 - Positive Behavioral Interventions and Supports (PBIS) program at each school level

- **County of Monterey Services**
 - Probation services
 - Truancy services

- **Non-Profit Youth Services**
 - Sun Streets Center anti-bullying and substance abuse programs
 - Girls, Inc. female mentoring, empowerment and educational programs
 - Church youth activities

- **Youth Sports and Activities**
 - King City Recreation Department youth baseball, soccer, volleyball, basketball, and swimming programs
 - Sol Treasures performing arts programs
 - First Tee golf and youth development programs
 - King City boxing program
 - 4H and FFA youth agricultural and leadership development programs

Recommendations for New and Expanded Programs

- **Program: Out of School Services**

Description: The highest priority identified is the development of out of school programs provided after-school on site for students, particularly elementary school aged youth. The goal will be to develop and provide reading, language, nutritional meals, vocational training, and other services. The program will be specifically designed to help all youth be successful in school, to develop success skills, and to increase their connection with their school and the community. By providing services on site at school facilities, it will enable program leaders to establish a relationship with youth that will enable them to identify those children most at-risk, provide and refer them to services to address their needs, and to connect them with programs offered by other agencies in the community. The objective will to provide a comprehensive positive program at no cost and easily accessible to all youth during afternoon hours when many may otherwise be unsupervised and susceptible to negative influences.

Implementation Strategy: It is proposed to partner with Proyouth, a non-profit organization that currently provides services to help youth in Tulare County succeed academically, socially, and emotionally by providing a safe, healthy and supportive learning environment during out-of-school time. It is proposed the City request expansion of their program to King City and apply for available grants to provide start-up funding. Proyouth would then apply for additional grants to expand programming in King City. Initial grants that will be targeted include the Community Development Block Grant program, 21st Century grant, and corporate foundation grants. The King City Union School District will partner by making available school classrooms and facilities during after-school hours at no cost. It will also be a goal of the program to establish relationships with parents in order to provide referral to resources that offer assistance with parenting skills.

- **Program: Streetlight Expansion**

Description: King City currently has streetlight deficiencies. Many streets are dark at night, which creates an environment where perpetrators feel confident they can carry out violent acts without being identified. It also creates an environment where the public does not feel safe outside at night, which further enables violent acts to occur without detection.

Implementation Strategy: A three-step process is proposed. The first step is to convert existing lights to LED, which will increase lighting levels and reduce outages. The second step is to utilize the energy savings to fund an increase in lights throughout the community, particularly streets with dark segments. PG&E will add lights to existing utility poles at no upfront cost if the City will fund the monthly maintenance and energy cost. The goal of this step is to initially add 100 lights, which will include one additional light on every block in King City that has utility poles. The third step will be to identify the addition of 50 more lights on utility poles in those areas with remaining deficiencies and to fund the installation of light poles on those streets with no utility poles and in need of increased lighting.

- **Program: Increased Behavioral Health Services**

Description: There is a need for an increase in behavioral health services at all school levels in order to proactively identify and address mental, emotional and behavioral problems.

Implementation Strategy: It is proposed the City work in partnership with both school districts and the County of Monterey to identify and apply for State funding and other grants that will help fund an increase in hours Monterey County Behavioral Health staff are assigned to King City school sites.

- Program: School Probation Officer and School Resource Officer

Description: Establishing partnerships between the Juvenile Probation Department and the Police Department with the schools is an effective approach to intervention with young offenders. The goal is to help young people acquire knowledge and develop skills that lead to positive and productive lifestyles. School-based probation and police officers can provide control, supervision, and incentives that delinquent youth often need to attend school regularly and comply with school rules and regulations. School-based probation officers can also intervene in crisis situations involving juvenile probation clients. Assigning officers to school sites enable them to establish relationships with youth that helps provide them knowledge of activities so they can better prevent and proactively resolve criminal and violent activity by youth.

Implementation Strategy: It is proposed the City facilitate discussions and study of the potential for a full-time school probation officer to be jointly funded by the Probation Department and South Monterey County Joint Union High School District. Sharing an officer with Greenfield should also be considered if necessary to obtain required funding. It is then proposed the City establish a goal of identifying future funding to create a full-time Police Department school resource officer and approach the South Monterey County Joint Union High School District regarding joint funding. Alternatively, City funding may be proposed in conjunction with the School District and Probation Department to fund a school probation officer position. State funding and grants will also be identified and pursued.

- Program: Daytime Curfew

Description: Daytime curfews are local ordinances that require all school-age children to be inside during specified school hours. Daytime curfews reduce truancy, which often leads to gang recruitment. The ordinance enables the Police Department to question and assist in ensuring children are in school.

Implementation Strategy: City staff will research ordinances in other cities and draft an ordinance in coordination with the King City Union Elementary School District and the South Monterey County Joint Union High School District, which will be presented to the City Council for consideration.

- Program: Police Explorer Program

Description: Law enforcement explorer programs are hands-on programs open to youth interested in a career in law enforcement or a related field in the criminal justice system. It offers young adults a personal awareness of the criminal justice system through training, practical experiences, competition, and other activities. It also promotes personal growth through character development, respect for the law, physical fitness, good citizenship and patriotism.

Implementation Strategy: City start-up funding has been allocated. An officer will need to be assigned to coordinate the program. Since the Police Department currently has five unfilled positions, it does not have the staff available currently to operate the program. Recruitment efforts are under way. When the Police Department achieves close to full staffing, an officer will be assigned and implementation of the program will be developed.

- Program: Police Activities League (PAL)

Description: PAL is a youth crime prevention program that relies on educational, athletic and other recreational activities to develop a relationship and bond between police officers and the youth in the community.

Implementation Strategy: Once the Police Department is fully staffed, officers will be assigned to coordinate the PAL program. Fundraising activities will be designed to sponsor local youth participation in educational, leadership, athletic, and training activities. The Police Department will work in coordination with the Recreation Department on some of the activities.

- Program: Expand Youth Activities and Increase Promotion

Description: There currently are a wide variety of youth activities available in the community, but it is proposed to further expand programs providing sports, arts, vocational education and other activities for youth in order to ensure there are alternatives addressing different interests and skills. The purpose of these programs is to provide opportunities for constructive activities, to promote health and exercise, and to develop skills, values, confidence, and enjoyment. Current programming is not fully utilized so an increase in promotion and education of these activities directed at parents and youth is needed. In addition, programs are short of adult volunteers so more adult involvement is necessary to make activities successful.

Implementation Strategy: The City will increase programming provided by staff and contractors, as well as utilize resources to solicit partnerships with other non-profit volunteer agencies to expand their services to King City, such as AYSO, YMCA, First Tee and the Boys and Girls Club. Several steps will be used to pursue funding assistance. First, financial assistance will be requested from the State. Second, additional City funding will be allocated if future City revenues become available. Third, a community fundraising effort will be established. Fourth, as a last resort, a potential special tax or fees will be proposed if State or existing local funding is not available. Funds will be used for City programs, as well as to establish a grant program for start-up and assistance to local non-profit agencies. Promotion will be expanded by increasing the frequency of the activity guides prepared and distributed by the City in partnership with other organizations. In addition, the City will coordinate with the Chamber of Commerce and School District to maintain a comprehensive community calendar with all youth activities.

- Program: Youth Anti-Gang Involvement Campaign

Description: The gang lifestyle has been romanticized in the media and amongst youth culture. In order to be effective in promoting positive alternatives to youth, it is necessary to dispel this perception.

Implementation Strategy: The City will partner with the School Districts and work with Sun Street Center, Transitions, and Proyouth to develop a campaign to educate youth on the realities of participation in gang activities and where it will lead. The most effective approach will be to utilize individuals that have reformed from involvement in gangs to speak and communicate with students on an ongoing basis.

- Program: Positive Parenting Program

Description: A key factor in youth involvement in gangs and violent behavior is a lack of involvement and/or effectiveness of parenting in many cases. To be successful in making large scale progress in deterring gang and violent behavior, it will require the active participation of parents. There are many parents that have been unsuccessful for a variety of reasons, which include the need to work long hours and are not available, a lack of knowledge or skills to recognize the signs of gang involvement, avoidance of confronting issues due to legal concerns, and the difficulty in establishing effective relationships with their children.

Implementation Strategy: An effort will be established with the Police Department, School Districts, Sun Street Center, Community Human Services, faith community, Proyouth and other organizations designed to expand resources available to parents on education of parenting skills and recognizing signs of gang, drug and other activities. The key component of the program will be the out of school program because the goal will be to establish relationships with parents. This will enable the program provider to successfully identify situations where help is needed, refer them to appropriate resources, and obtain their willingness to participate.

- Program: Workforce Development

Description: The City will partner with the other Salinas Valley cities and Hartnell College in establishing a workforce development program focused on ag tech and health care. Hartnell College will serve as the sector-based intermediary, which is an organization who will be responsible for making connections between private businesses, workforce training providers, including schools, and civic institutions. The goal of this is to identify potential areas of service and collaboration with the end result being the availability of training programs that ensure local residents are obtaining the skills necessary to compete for jobs with local companies.

Implementation Strategy: The program was developed with a grant received from the National Resource Network. The City has entered into a Memorandum of Understanding with the other Salinas Valley cities and Hartnell College. The City will participate on a joint board of directors to coordinate development and implementation of the program. The first year operational costs will be paid from funds remaining from a former enterprise zone program the City participated in. The City will share costs with the other four jurisdictions for the next two years. Hartnell College will apply for grants to continue the program after that.

INTERVENTION

Existing Programs

- The primary intervention service currently available is a diversion program provided by the Probation Department to individuals that have been arrested up to the age of 18. Youth that have been arrested and meet existing criteria are provided the option of being referred to reform programs rather than sentencing to juvenile hall if approved by the Court.
- Rancho Cielo is one of the programs used for referrals from diversion, which is a comprehensive learning and social services center for underserved and disconnected youth in Monterey County. They provide a series of programs, including diploma education, vocational training with industry professionals, mental health counseling, probation case management and support, job readiness, life skills, physical activity, enrichment activities, and connections to health, social and family services.
- Restorative Justice Partners, Inc. is another program used for referrals, which brings the victims, offenders, families, and other key stakeholders together in a restorative justice process to help offenders understand the implications of their actions and provide the victim a voice in the restitution.
- Grizzly Academy is located in San Luis Obispo and is a partnership between the California National Guard and the Grizzly Challenge Charter School, which offers a highly structured military environment for youth between the ages of 16 and 18 who have dropped out of high school or are at-risk of dropping out. It promotes leadership, cooperation, and academic skills, while building self-esteem and confidence.

Recommendations for New and Expanded Programs

- **Program: Pre-Diversion Program**

Description: Expanding pre-diversion and intervention services will be instrumental in preventing gang and violence activities because it targets those youth most at risk at a stage when the services can be most effective. The

objective is to target youth when they are first subject to enforcement by the Police Department related to illegal and/or nonviolent behavior that is determined will potentially lead to more serious problems. In lieu of placing them in the criminal system where they may be exposed to a more negative environment, they are instead referred to programs that can reform them by reinforcing positive behaviors, lifestyle and opportunities.

Implementation Strategy: The City will partner with Greenfield, Soledad and Gonzales in developing a pre-diversion program through funds from a joint Strengthening Law Enforcement and Community Relations Grant. The program will be run by Sun Street Center, who will provide a case manager. The Police Department Officers will utilize established criteria to identify youth that are first-time offenders involving non-violent crimes that have a high likelihood of success if provided the appropriate guidance and resources. Offenders will be given the opportunity to participate in the program in lieu of an arrest. Parents will also have to agree to the terms of the program and to actively participate. The case manager will then match and enroll the participant with an eligible program that meets their needs and will have the most likelihood of success in diverting them away from future illegal, violent and/or gang behavior. The City will also work with the other South Monterey County cities to identify grant opportunities or funding strategies to continue and expand the program once the current funding is utilized.

- **Program:** Expand Rancho Cielo participation from King City

Description: The primary need of Rancho Cielo is to increase public awareness of the program.

Implementation Strategy: The City will incorporate Rancho Cielo in its overall public education efforts related to implementation of the Plan to End Youth Violence.

- **Program:** Expand Restorative Justice Partners, Inc. services in King City

Description: Restorative Justice Partners, Inc. utilizes trained volunteers to serve as mediators. Therefore, the primary need to expand the services available to the community is to increase the availability of volunteer mediators. Participation of community members as mediators is also helpful in encouraging the community to take ownership of youth problems and to provide opportunities to resolve them.

Implementation Strategy: St. Mark's Episcopal Church has agreed serve as the lead in recruiting and training volunteers. The City will partner with St. Mark's Church in promoting the program and reaching out to other faith based organizations throughout the community.

ENFORCEMENT

Existing Programs

- The King City Police Department currently has a total staff of 21 funded positions. Of this, there are 17 sworn positions, including a Chief, Captain, 4 Sergeants, 10 Officers, and a Detective. A number of positions are currently vacant, but the City is making progress in filling positions and hopes to reach full staffing in 2017. A part-time Detective under contract is being used until a full-time detective can be trained.
- The King City Police Department has recently approved a Memorandum of Understanding to participate in a South Monterey County Gang Unit coordinated by the Monterey County Sheriff's Department. The Gang Unit will coordinate enforcement activities and cases. The Cities of Gonzales and Soledad are also currently participating.

Recommendations for New and Expanded Programs

- Program: Officer Dedicated to Gang Unit and Detail

Description: The City will add one Police Officer position to be dedicated to Gang Detail and primarily to the South Monterey County Gang Unit. This will enable the Police Department to accomplish two primary objectives. First, the position will monitor and track local gang members and activity in order to coordinate proactive enforcement activities to better prevent and control gang activity. Second, through participation in the South Monterey County Gang Unit, the City can better utilize the resources of the unit to target King City gang activity, as well as provide important training and intelligence regarding activities throughout the region.

Implementation Strategy: The City will pursue both grant and ongoing City funding to add the position. The Police Department will begin by providing specialized training to existing Police Officers. The goal will then be to add a full-time dedicated gang detail position by FY 2018-19.

- Program: Citywide Police Security Camera System

Description: The City will contract for design and installation of a citywide police security camera system. The system will include cameras at City entry and exit points, major intersections, problem areas, and major public areas throughout the community. The purpose of the system will be both to provide evidence to better resolve criminal cases that occur and to serve as a deterrent to prevent crimes from occurring.

Implementation Strategy: The City has budgeted funds to address a portion of the costs. The remainder of the costs will be paid through grants the City has

and will apply for. The system will be designed so that an initial system can be installed to address high priority locations and then can be expanded over time. The initial estimated cost of the system is \$200,000 to \$250,000. The goal will be to then raise an additional \$100,000 to \$150,000 to further expand the system in the future.

RE-ENTRY

Existing Programs

- **Monterey County Probation Department:** The Monterey County Probation Department currently operates a “one-stop center” in Salinas to provide re-entry services. They contract with GEO Re-entry Services to run their short term re-entry and long-term day reporting center, which includes provision of a cognitive behavioral curriculum for offenders and substance abuse treatment. They contract with Monterey County Behavioral Health for behavioral health services, the County Office of Employment Training for employment and vocational services, and with Turning Point for housing services. The center supplements the assistance provided by individual Probation Officers, which are assigned to each probationer. The level of attention provided by the Probation Officer is based on risk assessed to the individual. Currently, they are actively supervising 36 youth and 94 adults in King City.
- **Transitions for Recovery and Re-Entry:** Transitions is a non-profit organization that provides re-entry support services for at-risk youth, veterans and others in need.
- **Sun Street Center:** Sun Street Center provides a residential recovery program and counseling services for drug and alcohol addiction.

Recommendations for New and Expanded Programs

- **Program: One-stop center:**

Description: It is recommended the City establish a goal of developing a one-stop center for re-entry services in King City. The existing center in Salinas is difficult to access on an ongoing basis given its distance from King City. As a result, the Task Force concluded probationers and parolees would be more successful if services were available on a residential full-time basis or more readily accessible to local residents.

Implementation Strategy: It is proposed to begin with a number of initial planning steps. The first is to pursue establishing a collaborative effort with the County Probation Department, the County Behavioral Services Department, Turning Point and Sun Street Center. Once planning begins, the group may be expanded to include other partners. The second is to submit a Proposition 47 grant application for initial funding. The third is to identify potential locations for

an appropriate site. Requesting the County to consider dedicating the former Courthouse building in King City to house the Center is recommended as one alternative to be investigated. Once these planning steps are completed, an implementation plan will then be developed.

PUBLIC OUTREACH

Existing Programs

- **Town Watch Program** – The existing Town Watch program includes volunteers that provide assistance to officers with traffic control at crime scenes and parades, identify suspicious activities in the community, and perform other ongoing public safety related responsibilities. They meet on a periodic basis. Membership and activities have decreased over the past couple years.
- **Web Site and Facebook Page** – The Police Department maintains a web site and Facebook page to provide ongoing public safety information.
- **City Newsletter** – The City has begun publishing a quarterly newsletter, which includes information regarding all City activities and is distributed to every residence and business.

Recommendations for New and Expanded Programs

- **Program: District Watch Program**

Description: It is proposed that each City Council district that has recently been formed be used to organize public outreach groups. The purpose of the meetings will be to educate the public about the City's efforts and public safety issues; seek both support and involvement with these efforts; and to encourage residents to work together in enhancing safety in their neighborhoods.

Implementation Strategy: A minimum of two meetings per year will be scheduled, which will be led by the City Council Member from that district. Meeting sites within the district will be identified if possible.

- **Program: Increase Police Department Public Participation**

Description: Police staff will increase attendance at community activities and events to publicize the Police Department's efforts and increase interaction with the public.

Implementation Strategy: The Police Department will prepare a schedule of upcoming activities and assign officers to attend. In addition, Police Officers will receive training to increase ongoing community outreach. As part of the Strengthening Law Enforcement and Community Relations Grant the Police Department has received in partnership with other South County Cities, a score

card will be created to measure Police Department interaction with the community.

- **Police Department Citizens' Academy**

Description: The Police Department is proposing to provide a community police academy, which will allow residents to participate in police training and education. The academy does not train participants to be future police officers, but is designed to inform citizens about police policies, procedures, laws and resources. The goal is to foster community support, safety, and awareness. Participants will learn about police selection and training, internal investigations, criminal law, patrol operations, communications, crime prevention, firearms training, critical incidents, narcotics, gangs, crime scene investigation (CSI), code and traffic enforcement, and more.

Implementation Strategy: It is proposed to partner with the Greenfield Police Department in offering a 12-week Community Police Academy. The program will be designed and implemented utilizing funding from the Strengthening Law Enforcement and Community Relations Grant.

- **Volunteers in Patrol Program**

Description: The program will utilize volunteers to assist the Police Department with patrol and other public safety activities.

Implementation: The Police Department will develop a new volunteer program, which will include a formal recruitment of volunteers. Interested individuals will be required to participate in a screening and testing process. Those meeting standards and requirements of the program would then participate in a formal training process.

EVALUATION

City staff will coordinate and track overall implementation of the strategies identified within the plan. An annual report will be prepared to identify progress of each implementation strategy.

The City will also establish a system of monitoring progress and results associated with implementation of the plan. Key data on violence will be tracked by the Police Department on a quarterly basis in order to monitor trends and projects, which include at a minimum the following:

- Homicides
- Attempted homicides
- Other shootings
- Other violent crimes

In addition, the City will track and update on an annual basis progress on selected youth violence indicators, which will include at a minimum the following:

- Employment data
- Household income
- 3rd grade reading levels
- Youth connectedness with community and school

A thorough review and update of the overall comprehensive plan will be prepared after a five-year period.