



# San José Youth Empowerment Alliance Strategic Plan 2023-2025

# Table of Contents

<b>Strategic Plan 2023-2025: A New Path</b>	<b>1</b>
<b>From the Mayor of San José</b>	<b>2</b>
<b>Who We Are</b>	<b>3</b>
STRUCTURE	3
<b>Why We Exist</b>	<b>4</b>
YOUTH IN SAN JOSÉ	5
<b>What We Do</b>	<b>6</b>
CORE STRATEGIES	6
PROGRAMS AND SERVICES	11
<b>Strategies and Outcomes</b>	<b>13</b>
OBJECTIVES AND KEY RESULTS	14
<b>Appendix A : Mayor and City Council</b>	<b>25</b>
<b>Appendix B : Membership</b>	<b>26</b>
POLICY TEAM	26
TECHNICAL TEAM	27
<b>Appendix C : Opportunity Neighborhoods</b>	<b>28</b>
<b>Appendix D: Community Listening Session Participants</b>	<b>29</b>
<b>Acknowledgements</b>	<b>30</b>
Executive Committee	30
Strategic Work Plan Committee	30

# Strategic Plan 2023-2025:

## A New Path

More than 30 years ago, there was a community call to action – stop gang violence, save our children. Gang violence was plaguing neighborhoods and young people of color were killing each other. Today, the level of gang violence has diminished, yet still affects young people, particularly those who are marginalized by society, the economy, public policies, and generational disadvantage. These same systemic risk factors among family, peers, schools, and neighborhood conditions that allow gangs to grow, are the same factors that contribute to violence among young people in its different forms – bullying, dating, digital abuse, trafficking, and gun violence. Moving forward, this three-year Plan calls for a broader youth violence prevention strategy that will continue to address those factors related to gangs that harm communities.

As the City is advancing its commitment to racial equity, this Plan seeks to develop and uphold policies and practices that ensure all young people—particularly Black, Latino/a/x, Asian, and Pacific Islanders—have fair and just opportunities to reach their full potential. In this spirit, the *Mayor's Gang Prevention Task Force* will have a new name that removes the punitive labeling of gangs and embarks on a new journey – the *San José Youth Empowerment Alliance*.

Young people, their vision, values, and diversity of identities, must be acknowledged as one of San José's greatest strengths. This plan will ensure that youth and community voices are lifted and recognized as a part of the solution to the challenges to be addressed. Given that no single approach can address violence, its complexity and the diversity of San José's young people, the plan will outline a path forward. This path continues and enhances the variety of services and strategies for the prevention, intervention, and diversion/reentry services needed to relieve neighborhoods burdened by crime and violence.

Relationships and partnerships with the County, service providers, community members, and funders are important ingredients to this work. Emerging and existing City initiatives that are driving toward similar community outcomes – safe, healthy, and thriving young people and their neighborhoods-- are an additive to the youth violence prevention strategy. Chiefly, the new Children and Youth Master Plan will align with the prevention objectives and connect strategies and approaches to amplify the goal of disrupting the pipeline to prison. Additionally, the recommendations from the Reimagining Community Safety Community Advisory Group will be linked where appropriate to continue diverting young people and their families from the justice system, empowering communities, and promoting healing where collective trauma has taken hold.

On the heels of the COVID-19 pandemic and the turmoil in the summer of 2020, there is a renewed purpose fueled by passion, commitment, and determination. Year by year, day by day, the City will continue to lead this effort that has yielded so many successes with a clear vision, strategies, objectives, and key results in the 2023-2025 Plan. The City and its partners continue to strive for a place where all young people are safe and can live a long, productive, and healthy lives in a City where they know they BELONG.



# Who We Are

## STRUCTURE

Since Mayor Susan Hammer started the Blue Ribbon Task Force on Gang Prevention in 1991, elected officials have led the way with community and faith-based leaders, schools, justice system, and service providers. This collective impact structure has endured with two key cross-sectional bodies responsible for leading and implementing the collective impact work: the Policy Team, including its three active subcommittees, and the Technical Team. Membership is outlined in Appendix B.

### POLICY TEAM

Sets strategic direction, provides resources, establishes goals, monitors progress.

#### **Interagency Subcommittee**

Aims to facilitate better coordination between City and County services and resources.

#### **Community Engagement Subcommittee**

Engages community members and faith-based communities through annual summit/conference, shares information, promotes connections to available resources. Involves youth.

#### **Technical Team Subcommittee**

Develops responses, discusses strategies for leveraging resources, and promotes cross-divisional member engagement.

### TECHNICAL TEAM

Represents community, comprising over 150 members from over 70 agencies, implementing the continuum of prevention, intervention, diversion, reentry, healing.





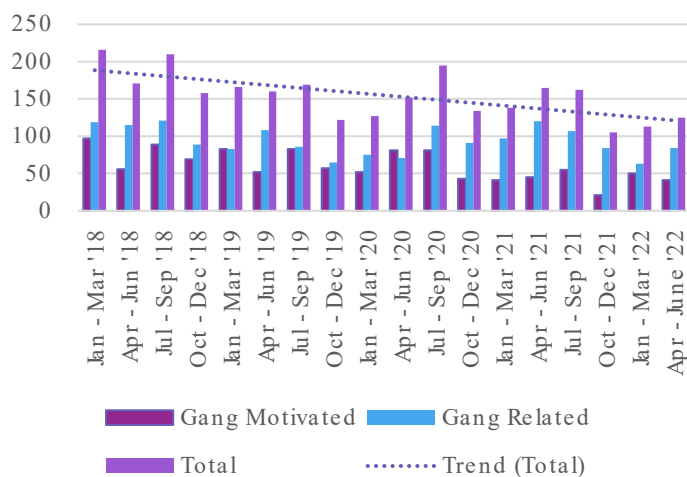
# Why We Exist

Our vision of ‘*safe and healthy youth connected to their families, schools, communities, and their futures*’ sets the framework and drives our collective efforts. We accomplish our mission (see right) utilizing the following Guiding Principles:

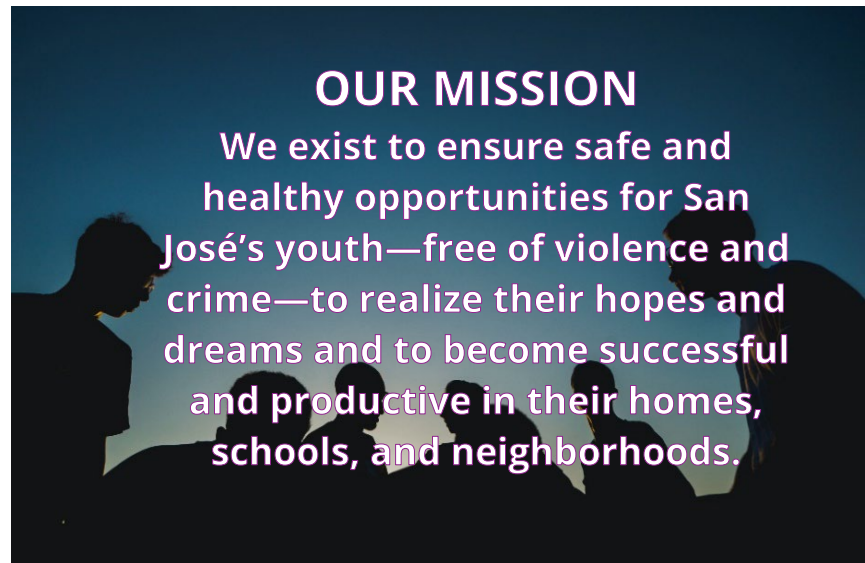
- We value our youth.
- We cannot arrest our way out of this problem.
- We will address this community challenge with a community response.
- We will hold our youth accountable for their actions and assist them to get back on the right path.
- We will not give up on any youth and are committed to facilitating personal transformation.

Although the number of gang motivated and gang related crimes—including violent crimes like homicide, robbery, rape, and aggravated assault—in San José has trended downwards since 2018, overall crime and violence continue to be top concerns for many residents,

**Gang Motivated & Related Crimes, San José, 2018-2022<sup>1</sup>**



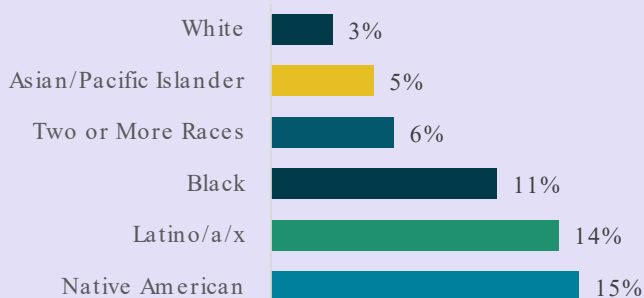
averaging 44 incidents each month since January 2021. Adult residents who participated in a series of community crime and violence as their top concern impacting their quality of life, and youth listening session participants cited it as their second greatest concern. The long-term investment in City-operated and community-based youth intervention services has ensured that San José has a variety of services to prevent and to address issues of violence among youth and young adults.



# YOUTH IN SAN JOSÉ

Of the over one million residents in San José, the youth population (age seventeen and younger) accounts for 22% of the city's total population, and an additional 9% of the population are young adults between 18-24 years of age.<sup>2</sup> An estimated 17,872 young people between the ages of 5 and 24 live in nine Project Hope neighborhoods. The City directly and through providers served 4,973 young people in 2021-22. Youth, young adults, and their families face a variety of economic, social-emotional, environmental, and systemic risk factors that can contribute to violence. Some of these challenges include:

## Youth Living in Poverty in San José<sup>3</sup>



## Substance Use

Between January 2018 and May 2022, 61 residents of San José ages 12 to 24 have died due to drugs, 84% (51) of which can be at least partially attributed to fentanyl.<sup>5</sup>

## Abuse, Neglect, and Trauma

Fifty-three (53%) percent of the 1,541 youths who were screened by Santa Clara County Probation for child welfare history in 2020 had at least one child welfare referral where the youth was the alleged victim of neglect and/or abuse, and 67% of male and 79% of female youth on probation in 2020 reported experiencing a traumatic event such as witnessing violence, domestic violence, sexual abuse, the death of a parent/sibling/friend, divorce, serious accident, or other major event.<sup>8</sup>

## Youth Citations

On average, youth in San José accounted for 57% of the youth citations in the County between 2016 and 2020.<sup>9</sup>

## Youth Homelessness

A 2019 survey of youth and young adults experiencing homelessness in San José, the Homeless Youth Risk and Resiliency Survey (HYRRS), found that 29% witnessed gun violence, 15% were victims of gun violence, 18% felt endangered related to gangs, and 13% had been a part of a gang at some point in their life.<sup>4</sup>

## Mental Health

Mental health was one of the top concerns cited by youth who participated in a series of community listening sessions in early 2022. Many youth in San José are not accessing the mental services they need, with California providing fewer mental health services to youth under the age of 19 than any other state.<sup>6</sup> Cultural barriers and stigmas toward mental health services also contribute to low utilization of services.

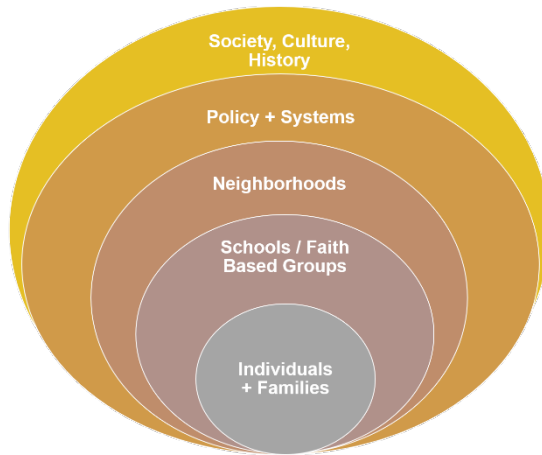
## Links Between Youth Homelessness, Youth Stressors, and Gang Membershp<sup>7</sup>



# What We Do

We take a comprehensive approach with a public health lens which means we view youth violence as preventable. Through the implementation of strategies promoting the development of protective factors that can buffer against vulnerabilities early and often, the impact of risk factors may lessen, and young people's resiliency is strengthened. Additionally, when interventions through programs, services, and policies focus on the shared risk factors

at the individual, relational, community, and societal levels, we can address youth violence in its multiple forms.



These strategies are carried out by contracting out for services and by City operated programs along with County funded programs and services. City programs provide prevention and intervention services to young people

Citywide and through school-based services. Contracted community-based services are provided directly through the BEST grant program in *opportunity neighborhoods*, formerly known as *hot spots*.

Over 30 years, this strategic investment in this continuum of services and supports within schools, neighborhoods, and broader community has continued to evolve through new partnerships to implement evidence-based, culturally-relevant, trauma-informed violence prevention, intervention, diversion, and reentry practices.

## CORE STRATEGIES

There are three core strategies, a place-based approach, a comprehensive approach and partnerships and interagency collaboration, that contribute to its continued success.

### A Comprehensive Approach

The new youth violence prevention strategy has evolved into four main objectives: prevention, intervention, diversion and re-entry, and healing.



The Youth Empowerment Alliance (Alliance) leverages its diverse member agencies and stakeholders to provide services and implement practices across the continuum of prevention to reentry services that are aimed at building up the assets of our City's youth and communities. The Alliance's partner City, County, and community organizations offer San José youth, young adults, and their families services and programs that promote positive youth development; strengthen communities and support systems; and increase access to positive learning, recreation, and employment opportunities.

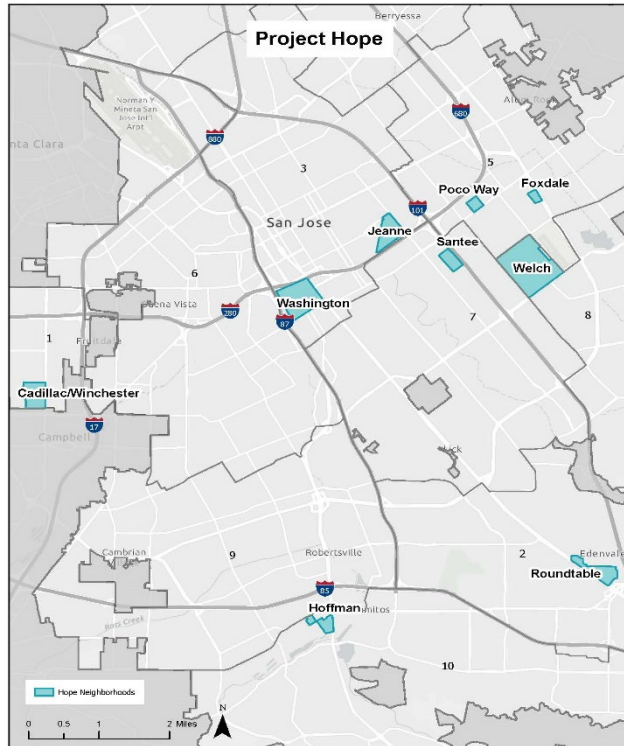
Along this continuum, prevention and intervention remain key strategies that have yielded important life-saving results. The previously named 'suppression' objective is being redesigned to emphasize diverting young people from arrest and the justice system and focusing on their ability to succeed once they re-enter neighborhoods after incarceration. It is recognized that violent offenders must be held accountable. As a key partner, SJPd has also played a critical role in the Alliance's prevention strategies, including community policing efforts. SJPd's Crime Prevention Unit promotes police and community partnerships, provides information to residents through community presentations, and gives referrals to the public regarding matters related to crime prevention and quality of life issues.

## A Place-Based Approach

We recognize that where young people live, learn and play matter, especially when it comes to youth development. Some communities are still experiencing the impact of historic underinvestment and limited access to resources and opportunities. Although San José is the hub of Silicon Valley, the benefits are not equally shared among its residents. The youth, young adults, and their families living in these neighborhoods face disproportionate challenges of high poverty, concentration of gangs and crime, limited economic opportunity, and inequitable education resources, housing instability and limited affordable housing options, and fewer supports.

Every three years, analysis is conducted to identify areas facing the greatest challenges and most in need of targeted services, resources, and support. These designated areas then become *Opportunity Neighborhoods* - areas in San José that have experienced the most youth crime, including gang-related activity and crimes. Opportunity Neighborhoods are determined on a bi-annual basis through a collaborative exercise engaging input from MGPTF Technical Team organizations, quantitative data from the San José Police Department, and on the ground, qualitative input from partners. Services will be contracted for all areas of San José with a special emphasis on *Opportunity Neighborhood* areas, as determined by the Youth Empowerment Alliance (Appendix C).

Helping to support nine of the Opportunity Neighborhoods is the community empowerment effort called Project Hope. Project Hope aims to support four key community goals which consist of developing sustainable, organized group of community leaders, promoting safer, cleaner environment, supporting informed residents who can access City services, and developing partnerships that assist in sustaining efforts. Nine neighborhoods across six Council Districts are provided a team of City staff to encourage, develop and sustain resident leadership for long-term empowerment.



### Project Hope Sites

District 1 – Cadillac/Winchester

District 2 – Edenvale/Roundtable

District 3 – Washington

District 3 – Jeanne

District 5 – Foxdale

District 5 – Poco Way

District 7 – Santee

District 8 – Welch Park

District 10 – Hoffman/Via Monte

Many partnering agencies like the San José Police Department (SJPd), County Probation's Neighborhood Safety Unit (NSU), the District Attorney's Office Community Prosecution Unit and Public Health's East San José PEACE Partnership use similar place-based approaches, overlaying their initiatives and resources in the same or adjacent areas to increase the positive impact on the communities. The County's Cross Agency Services Team or CAST is looking to leverage the collaborative, community-driven work in a Project Hope area to demonstrate how a 'no-wrong door' approach can improve outcomes for youth and families.

## Reimagining Community Safety

In the wake of the Spring 2020 civil unrest from the murder of George Floyd, the City Council established the Reimagining Community Safety Advisory Committee, a community-led body tasked with developing recommendations for new approaches to public safety in San José. The Committee's work included recommendations for reforms to the Police Department, new service models to address public safety issues, and initiatives to improve public safety through prevention and addressing root causes.

On May 10, 2022, the City Council accepted the Committee's final report, which included 50 recommendations developed by the Committee and a further 38 recommendations developed by a Youth Council established by the Committee to conduct outreach to youth on public safety reforms. These recommendations are now being tracked as part of the City's overarching effort to continuously improve policing in San José and advance innovative approaches to public safety.

## Partnerships and Interagency Collaboration

Youth violence prevention cannot be done by one entity alone. The strong culture of relationship building and interagency collaboration has helped to break down silos and leverage existing resources in support of shared goals. Active interagency participation through the Policy Team and Technical Team structure promotes shared decision-making but also strategic and operational alignment.

The City's history of innovation in violence intervention has led to success in receiving State grants from the California Violence Intervention and Prevention Grant Program (CalVIP) and the California Governor's Office of Emergency Services (CalOES). Grant funding supports the Trauma to Triumph hospital-based, violence-intervention program at Santa Clara Valley Medical Center and Regional Medical Center of San José. City leadership participates in the California Violence Prevention Network with 13 major California cities to share best practices in the area of youth violence prevention strategies.

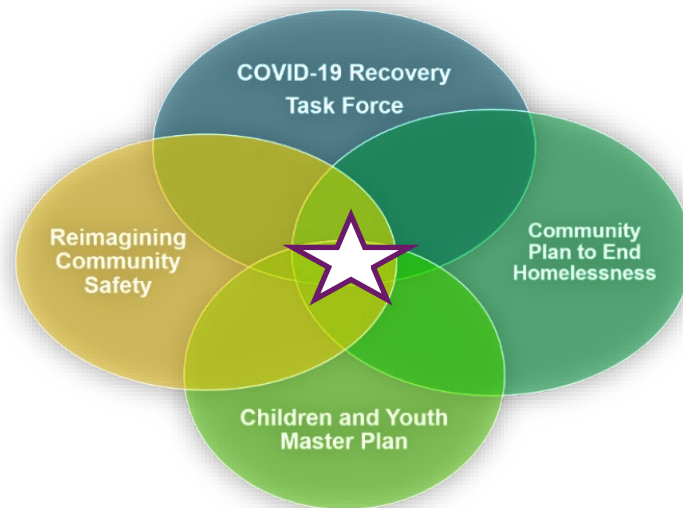
Nationally, San José was recognized as one of

the first six cities in the National Forum on Youth Violence Prevention during the Obama Administration.

This history of cooperation and long-standing regional, State, Federal partnerships have created a sustainable mechanism for change and contributed to a shared vision for safe, healthy, and thriving communities across San José.

Within the City's Administration, there are several critical City priorities that are interconnected to this youth violence prevention strategy. We do not act in a vacuum and pride ourselves in collaborating, leveraging, and ensuring that there is intentional impact to achieve our collective outcomes without fatiguing or over programming communities.

Key initiatives that are embedded in this plan include the Children and Youth Services Master Plan to advance youth wellness with a cradle to career focus, and the Reimagining Community Safety Advisory Committee, that have strong linkages to the work of youth violence prevention and empowering communities to play a role in their health and safety.

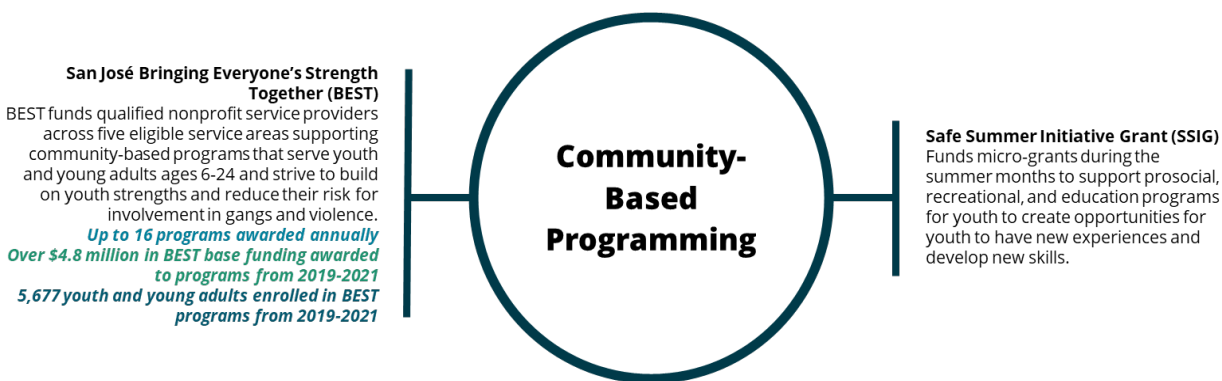


We know that meeting the basic economic needs of families through the COVID-19 Recovery Task Force and preventing homelessness through rental support, eviction prevention through the Community Plan to End Homelessness can have positive impacts on violence in our community. Conversely, strong reentry programs that prioritize housing and employment connections post-incarceration prevent homelessness.

This three-year plan will identify alignment opportunities to support these existing initiatives and determine where our collective impact model is the appropriate venue to facilitate or implement recommendations and strategies from these cross-cutting initiatives.

## PROGRAMS AND SERVICES

The San José Youth Empowerment Alliance invests in both community-based programming and City-based intervention and neighborhood services for youth ages 6-24. This diverse service delivery approach meets the needs of youth, young adults, families, and residents wherever they are or whatever their needs may be.



## BEST Eligible Service Areas

<b>PERSONAL TRANSFORMATION THROUGH COGNITIVE BEHAVIORAL CHANGE AND LIFE SKILLS EDUCATION (School-based)</b>	Services to engage youth in critical thinking and decision-making activities that result in transforming their lives. Curricula focuses on recognizing harmful behavioral and thought patterns and providing tools and coping mechanisms to shift negative thinking in ways that produce positive behavioral outcomes. School support groups will focus on intrapersonal and interpersonal problems, enhancing youth school engagement and performance.
<b>STREET OUTREACH INTERVENTION SERVICES</b>	Services to engage youth and families at highest risk for gang involvement in City-identified Opportunity Neighborhoods. Street Outreach Workers will reach out to Opportunity Neighborhoods to make contacts with youth, families, schools, and other service providers.
<b>VOCATIONAL/JOB TRAINING SERVICES</b>	Offers employment training programs for youth who are involved or at risk of becoming involved in the juvenile justice system to prepare participants for employment and may also provide job placement services and the support necessary to help participants retain employment already secured.
<b>PARENT AWARENESS/ TRAINING &amp; FAMILY SUPPORT</b>	Parent training includes a curriculum to assess and enable/encourage the following: cultivating supportive parent-child relationships, positive disciplinary methods; close parental monitoring and supervision; parental advocacy for their children; and parents' pursuit of information and support services to aid with consistently buffering youth from influences leading to risky behaviors. Services is also intended to increase family access to services and provide parents/caregiver to become more involved in their children's healthy development.
<b>CASE MANAGEMENT SERVICES</b>	Services provide an individualized approach to developing long-term goals with youth who are at highest risk for gang involvement. Case Management Services include an extensive risk assessment and individualized service plan for youth and provide the services necessary to reach their identified service plan goals.



# Youth Intervention and Neighborhood Services

## City Youth Intervention and Neighborhood Services

### Project Hope

Builds partnerships with viable neighborhood associations or community action groups focused on improving the overall quality of life for the neighborhood and reestablishing safe and clean communities through the effective use of city services.  
**9 neighborhoods engaged**

### Hospital Linked Intervention Trauma to Triumph

Connects victims of assault or gang-related violence to peer intervention case management services to provide critical support, prevent re-victimization, and help break the cycle of violence.

**Partner hospitals: Santa Clara County Valley Medical Center and the Regional Medical Center**

**385 youths and young adults served from 2018-2022**

### Clean Slate Tattoo Removal

Helps youth with prior gang involvement remove their gang-related tattoos and provides support and life skill development services.

**Partner: Santa Clara County Valley Medical Center**

**241 Clients enrolled from 2018-2022**

### Safe School Campus Initiative Program

Offers crisis response to prevent and de-escalate incidents of violence on and around school campuses and provides youth with positive role models, family support, referrals to needed resources, pro-social activities, and conflict mediation

**Partners: 82 middle and high schools across San José**

**1,277 incident responses from 2018-2022**  
**323 youth served from 2018-2022**

### Late Night Gym

Provides safe, positive evening recreation activities for youth at four gym locations and distributes information to youth on other services including mental health services, life skills classes, job training, tattoo removal, record clearance, and/or substance use counseling.

**10,088 youths participating from 2018-2022**

### Digital Arts

Provides opportunities for youth and young adults ages 13-24 to explore artistic expression and skill development through various multimedia programs.

**520 youth served from 2018-2022**

### San José Works Youth Jobs Initiative

Connects youth ages 15-18 who reside in one of San José's designated opportunity neighborhoods with valuable work experience opportunities.

**Partners: Local municipal or nonprofit sites to offering youth employment opportunities**

**934 youth served from 2018-2022**

### Female Intervention Team

Provides gender responsive intervention services to support healthy personal and social goals to females ages 11-24 who are referred by juvenile court, juvenile probation, and school districts.

**140 youth served from 2018-2022**

**332 youth served via groups from 2018-2022**



# Strategies and Outcomes

The strategies for the next three years center around Prevention, Intervention, Diversion and Re-entry, and Healing. Diversion and Healing are two new fundamental pillars.



**Prevention:** *We prevent youth violence by raising awareness, educating, and engaging youth with positive recreational, social, and mental health services to increase protective factors at the individual, family, peer, and community levels. Policy and systems changes can yield substantial benefits.*



**Intervention:** *We stop violence and provide youth with positive alternatives, opportunities, and environments. For over 30 years the City, schools, partners, and providers have intentionally service youth who are exhibiting higher risk factors and involved in violent behaviors. Individual services plus neighborhood initiatives are key strategies.*



**Diversion + Re-entry:** *We believe in relational policing efforts coupled with second chances and community-based approaches. Law enforcement and the justice system have a role in protecting community from violent offenders. We reduce recidivism with opportunities which are required for successful transition and reintegration into community after a young person is released from detention or incarceration.*

Diversion is a long-standing practice to ensure that people are held accountable through effective alternatives to incarceration. Today's Police Department also emphasizes relational policing efforts to build trust and ensure that suppression is not racial motivated but driven by criminal behaviors.



**Healing:** *We believe race, place, and history matters. Adverse childhood and community experiences contribute to poor outcomes and to the cycle of violence in families, neighborhoods, and institutions. Trauma-informed practices to disrupt interpersonal and institutional violence promotes healing.*

Healing is a new strategic pillar that is recognized as both a specific strategy and also as a cross-cutting practice over all strategies. This plan calls for institutional reflection on its inclusion practices as well as expanding upon the commitment to trauma-informed operations and services. A key result will be lifting the voices of those most impacted by youth violence and those closest to the communities experiencing its effects.

We are committed to accountability and understanding the progress being made to improve the lives of the young people served by City funded programs and services. Outcomes at the program level will be reported in 2024, the second year of this plan. Community level indicators identified below will inform the community and policy makers on an annual basis about how the City's youth are doing overall in achieving educational and safety benchmarks.

In addition to quantitative data, people's perceptions of violence and safety are also key aspects to assess broader notions of success. Disaggregating this data by race/ethnicity at a minimum, will advance our current analysis and ability to respond to our diverse communities.

PROGRAM OUTCOMES	COMMUNITY-WIDE INDICATORS
✓ Reduced incidents in 82 schools	✓ Decreased youth (10-24) violence incidents, injury, & homicide
✓ Improved school attendance	✓ Decreased youth (10-24) arrests & recidivism
✓ Increased job placement	✓ Improved perceptions of neighborhood safety
✓ Reduced substance use	✓ Decreased chronic absenteeism
✓ Reduced justice involvement	✓ Increased on time high school graduation
✓ Improved hopefulness, sense of purpose	

**By age, race, location, gender identity, and disability when possible**

## OBJECTIVES AND KEY RESULTS

This strategic plan will use the City's newly adopted Objectives and Key Results format for identifying what is planned to be achieved collectively on an annual basis. This format provides for measurable results to be monitored on a quarterly basis including raising any roadblocks or dependencies to be communicated and for successes to be captured. It provides a concise visual of conveying the plans and actions that is driven by a variety of stakeholders. (See Appendix E, Pg. 33)

The following pages breakdown the following Objective and Key Results:

- 4 strategic objectives to be completed by the end of December 2025
  - Metrics for each strategic objective will be completed with partners during Year 1 (i.e. increase protective factors by 10%, reduce recidivism by 5%)
- 12 planned key results to be completed by the end of December 2023
- Ties community input and data to the planned key results



# Prevention

**Objective:** Increase knowledge and protective factors in young people

Prevention Key Result #1

**Develop a Youth Violence Prevention training plan for bullying prevention, substance use, mental health, and healthy relationships.**

Why are we targeting this key Prevention result?

Seven percent of students ages 12–18 reported being called hate-related words and 22% reported being bullied at school during the school year in 2019. This rate of bullying is even higher for students of two or more races at 37%.<sup>10</sup>

The pandemic has also significantly increased the need for behavioral health prevention and early intervention services with intentional self-harm among youth ages 13-18 increasing by 91% during the first six months of the pandemic, overdoses increasing by 95%, and diagnoses of major depressive disorder increasing by 84%.<sup>11</sup>

## Community Listening Session Input

Adults and youth participants in the community listening sessions shared several concerns related to overall youth wellness, including student harassment, school fights, substance use, and unmet mental health needs, and requested more programming and increased access to services to better meet these needs.

21.8 percent of students in grades 9–12 reported that illegal drugs were made available to them on school property during the previous 12 months.<sup>12</sup>

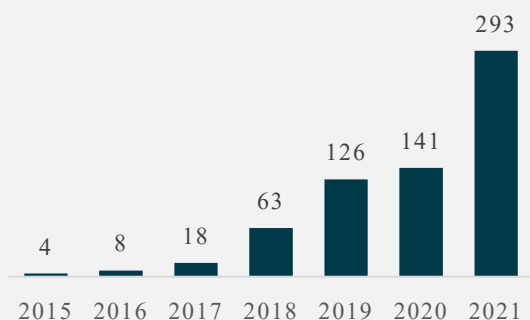
The City aims to promote positive youth development and safe spaces for youth and young adults to learn and grow. However, youth and young adults are continuing to face challenges and stressors that directly impact their overall wellness and can have a significant negative impact on their educational and employment opportunities, family and social relationships, physical health, and increase risk of violence involvement. There is an opportunity to better address these needs upfront through prevention services.

## Prevention Key Result #2

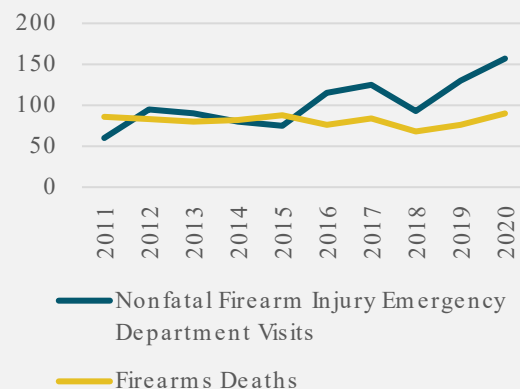
### Disseminate information in all City and County facilities on existing gun violence prevention and safety practices, ordinances

Why are we targeting this key Prevention result?

**Ghost Guns Examined  
by Santa Clara County Crime Lab**



**Nonfatal Firearm Injury Emergency  
Department Visits and Firearm Deaths**



#### Community Listening Session Input

Youth identified the prevalence of guns in the community as a concern, with one youth noting that guns are easily accessible and other youth expressing that youth with guns was their greatest concern about their neighborhood.

In 2021, there were 14,802 registered, legally purchased firearms within San José, which alone can contribute to incidents of youth and community violence, especially when firearms are not stored safely. However, there is also a growing number of firearms that are illegally manufactured and produced that are contributing to violent crime. These are unserialized, kit-built firearms often referred to as ghost guns. Through its Gun Related Intelligence Program (GRIP), the County's Crime Lab identifies and examines ghost guns. Recent data indicates the alarming proliferation of ghost guns with a 200% increase from 2020 to 2021.<sup>13</sup> The prevalence of these unregistered ghost guns is contributing to an increase in gun violence with both annual firearm deaths and nonfatal injury emergency department visits rising since 2018.<sup>14</sup> Firearm related deaths across the County between 2005 and 2020 have been heavily concentrated within San José, and African American and Latino/a residents are disproportionately impacted by gun assaults and homicides.



### Prevention Key Result #3

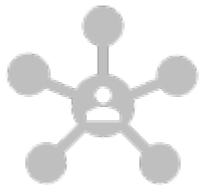
## Implement a multilingual campaign to raise awareness of publicly funded youth violence reduction programs

Why are we targeting this key Prevention result?

### Community Listening Session Input

Adult and youth residents identified targeted outreach and community engagement as a solution to many community needs, recognizing that many youths and families who could benefit from City and partner services and resources but are not accessing them or aware of them.

Although programming and services has grown over 30 years, there remains a constant need to share information about these services and promote them within the neighborhoods that need them the most. Targeted outreach and accessible engagement strategies remain a foundational component of any initiative focused on prevention and intervention.



## Intervention

**Objective:** Reduce youth risk factors in *Opportunity Neighborhoods* and schools

### Intervention Key Result #1

**Deliver expanded BEST Eligible Services including youth-driven, whole family, place-based strategies.**

Why are we targeting this key Intervention result?

### Community Listening Session Input

With the rising costs of living and overall economic uncertainty that so many San José families are experiencing, both youth and adult residents expressed a strong desire for services and programming that could help support their families' and community's overall wellbeing. For example, residents expressed the desire for jobs and job training, parenting support, educational services, basic needs and financial support, mental health services, and housing services.

The BEST Program provides funding to qualified nonprofit service providers and has historically focused on strengths-based youth programming and providing a safe space for youth and young adults. With both youth and adult residents expressing the need for additional supportive programming, especially in historically underinvested neighborhoods, this Plan recognizes the importance of furthering the leveraging services in a place-based approach.

#### Intervention Key Result #2

### Identify blocks with high rates of youth violence to pilot enhancements and focus on built environment resources

Why are we targeting this key Intervention result?

#### Community Listening Session Input

Both youth and adults stressed the importance of their community spaces in preventing violence. Residents identified specific issues that contributed to a sense of unsafe spaces, including a lack of streetlights, overgrowth of bushes, and cars speeding through their neighborhoods.

Community spaces in which youth and young adults spend their time, including the accessibility, design, and maintenance of these spaces, can impact the risk of community violence and perceptions of safety for residents.<sup>15</sup> In San José, as in other cities across the country, historical underinvestment and land use decisions have disproportionately impacted communities of color and low-income groups resulting in lower levels of infrastructure maintenance and less opportunity for communities to develop resiliency factors that help prevent violence, such as accessible parks and recreation facilities, welcoming community and public gathering spaces, and landscaping and building designs that affect feelings of safety.<sup>16</sup> The City and its partners will deliberately focus our efforts in these historically underinvested communities to enhance their built environment in ways that promote safety.

**“When spaces are intentionally designed for people to connect in positive ways and engage in positive alternatives to violence, they can improve perceptions of community safety.”**

Source: The Prevention Institute –  
*Community safety by design: Preventing violence through land use*<sup>16</sup>

## Intervention Key Result #3

### Conduct at least 3 additional youth-led, school safety initiatives

#### Why are we targeting this key **Intervention** result?

##### **Safety Concerns Reported by Students Ages 12-18, 2019<sup>17</sup>**

- 5%** Reported that they had been afraid of attack or harm at school during the school year
- 9%** Reported a gang presence at their school during the school year

##### **Fights and Weapons at School Reported by Students in Grade 9-12, 2019<sup>18</sup>**

- 8%** Reported having been in a physical fight on school property in the previous 12 months
- 7%** Reported being threatened or injured with a weapon on school property during the previous 12 months
- 3%** Reported carrying a weapon on school property during the previous 30 days

##### **Community Listening Session Input**

Several community listening session adult participants also noted increases in school fights and weapons on school campuses, highlighting the need for further action to improve the safety of San José school campuses.

Success in education not only offers youth and young adults a pipeline to a career but also the opportunity to grow as an individual, learn new skills, and learn how to express themselves. However, as shown in the figures above, school campuses do not feel safe for some youth, hampering opportunities for growth and educational success. It is important that the City and our partners continue to align efforts to ensure that youth have access to safe spaces on and around school property to learn, grow, and be successful in their education.



# Diversion & Re-entry

**Objective:** Divert young people ages 12-24 from incarceration and reduce recidivism

Diversion and Reentry Key Result #1

**House at least 6 young people released from Department of Juvenile Justice or County Probation**

Why are we targeting this key Diversion & Re-entry result?

## Community Listening Session Input

Concerns and stress related to housing, having basic needs met, and the rising cost of living were prevalent across youth and adult residents.

## Cost of Housing and Rent

An individual living alone would need to earn at least \$54 an hour—3.5 times the minimum wage—to afford an average two-bedroom apartment.<sup>19</sup>

For many youths, young adults, and their families across San José, accessing affordable housing and employment opportunities that can support their basic needs remains a significant challenge. This challenge is amplified for youth and young adults who are returning to their community after a period of system involvement due to systemic barriers, historical underinvestment in many San José communities, and limited resources or opportunities available for individuals who have legal system involvement. A young person's inability to access housing and/or employment opportunities can increase their risk of exposure to violence and/or gang involvement.

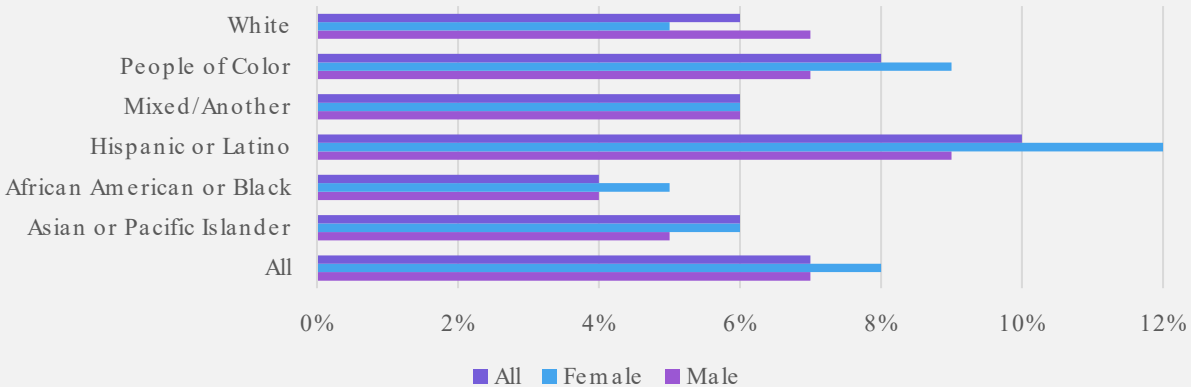
A 2019 survey of youth and young adults experiencing homelessness in San José, the Homeless Youth Risk and Resiliency Survey (HYRRS),<sup>20</sup> found that 29% witnessed gun violence, 15% were victims of gun violence, and 18% felt endangered related to gangs. The City and its partners aims to provide targeted support to these young people during this challenging transition period of reentry to help reduce their chances of future system involvement and exposure to violence.

## Diversion and Reentry Key Result #2

### Complete design of a community-level response for youth who have committed gun-related offenses

Why are we targeting this key Diversion & Re-entry result?

#### Disconnected Youth Ages 16-24 in Santa Clara County, 2019



Gun ownership across California increased by 55% between 2015 and 2020<sup>21</sup>, and as shown on page 16, the number of unserialized ghost guns has drastically increased in Santa Clara County. This rising prevalence and accessibility of guns in San José communities increases the risk of exposure to and cycles of violence for youth and young adults. Research has found that often just a small number of individuals in a community are involved in cycles of violence, often both as victims and perpetrators. Efforts focused on these youth who have committed gun-related offenses have shown to be more effective in breaking the cycle of violence.<sup>22</sup> As such, a robust response is needed to interrupt the need to carry a gun.

In 2023, the City is committed to working with its partners and the community to develop a full community-level response for those youths who have committed gun related offenses. Ultimately, this will benefit the youth themselves, as well as the larger community, helping to ensure the positive outcomes this plan will achieve.



## Diversion and Reentry Key Result #3

### Convene employment sector experts to place at least 15 high risk youth

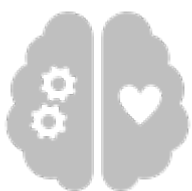
Why are we targeting this key **Diversion & Re-entry** result?

#### Community Listening Session Input

Community listening session participants expressed the need for access to jobs and economic opportunities, job training, and workforce development programming.

In Santa Clara County, the number of youth and young adults who are neither enrolled in school or employed—or disconnected youth—has slowly decreased over the last twenty years from 7% of youth ages 16 through 19 in 2000 to 3% in 2019.<sup>23</sup> However, disparities still exist with many youth and young adults of color between the ages of 16 and 24, particularly those who are Hispanic or Latino and female youth of color, being more likely to be disconnected from both school and work.<sup>24</sup>

Connecting youth and young adults who are looking for employment with job readiness, training, and placement services can help youth and young adults develop a positive outlook for their future and ultimately become part of a vibrant San José community. This connection to positive employment opportunities is especially critical for youth and young adults who may be at risk of exposure to violence or system involvement.



## Healing

**Objective:** Advance trauma-informed, healing-centered approaches

Why are we targeting this key **Healing** result?

“Healing centered engagement is a strength-based approach that advances a holistic view of healing and re-centers culture and identity as central features in wellbeing.”<sup>25</sup>

## Healing Key Result #1

### Report annually to Policy Team and community on program and community outcomes with a racial equity lens

For the last 30 years, the Task Force has taken a collaborative, multi-faceted approach to youth and gang violence prevention through its coalition of residents, school officials, community representatives, service providers, faith-based organizations, local law enforcement, and city, county, and state government leaders.

The City is committed to continuing this collaborative collective impact model approach, and we recognize the importance of identifying areas of improvement within our own structure to better achieve our common agenda of preventing youth and gang violence. Over the last 30 years, collaborating partners have intentionally engaged in evaluations of its programs to inform its decision making and improvement strategies. To build on this history of evaluation, the Alliance aims to establish a shared performance measurement system that will support ongoing monitoring and continuous improvement processes but also identify disparities in how and where services are being provided and who is benefiting from these services. This will better center equity in its decision making going forward.



## Healing Key Result #2

### Increase the number of community voices, sectors, and those with lived experience on the Policy Team

#### Why are we targeting this key Healing result?

Collective impact models require not only a shared vision and measurements but also a diverse array of expertise and activities to address the problem, dedicated coordination, regular communication, and a shared system to track progress and hold each other accountable.<sup>26</sup> Most importantly, collective impact models require true partnership with the community they are intended to benefit.<sup>27</sup> While the Alliance has often included community members and residents, there is a need to better amplify the voices, experiences, and

expertise of those most impacted by youth violence, so that our common goal and the activities we decide upon are representative of the community's aspirations and ideas.

Healing Key Result #3

## **Implement a joint pilot with County/Cross Agency Services Team & City/Youth Intervention Services in a Project Hope neighborhood**

Why are we targeting this key **Healing** result?

### **Community Listening Session Input**

Residents expressed the desire for increased access to a variety of different services and resources offered, especially in neighborhoods with the greatest need and most limited access. Services and resources mentioned include jobs and job training, parenting support, educational services, basic needs and financial support, mental health services, and housing services.

With many youth, young adults, and their families that the Alliance serves not accessing beneficial services and resources that exist within the City's and County's programs, there is a need to create more accessible pathways more intentionally to these supportive services and linkages between existing systems.

In 2009, the County Board of Supervisors created the Cross Agency Service Team (CAST) with the purpose of creating and leveraging opportunities for cross-systems coordination to improve the service delivery system for families and children to prevent entry into the child welfare and juvenile justice systems. Through an intentional partnership with CAST, the Alliance aims to streamline the entryways into the City's and County's network of supportive services to better meet the needs of San José residents.

### **Who is involved in CAST?**

CAST membership includes many of the County human service departments, the Superior Court Judiciary, First 5, Santa Clara County Office of Education, and numerous community organizations

# Appendix A: Mayor and City Council



Mayor Sam Liccardo



Vice Mayor  
Charles "Chappie" Jones  
District 1



Sergio Jimenez  
District 2



Raul Perales  
District 3



David Cohen  
District 4



Magdalena Carrasco  
District 5



Dev Davis  
District 6



Maya Esparza  
District 7



Sylvia Arenas  
District 8



Pam Foley  
District 9



Matt Mahan  
District 10

# Appendix B: Membership

## Policy Team

Andrea Flores Shelton, Deputy Director, Community Services Division, Parks Recreation and Neighborhood Services

Angel Rios Jr., Deputy City Manager, City of San José

Anthony Mata, Chief of Police & Co-chair, City of San José

Carl Mitchell, Senior Deputy City Attorney, City of San José

Chris Arriola, Senior Deputy District Attorney, Santa Clara County District Attorney's Office

Cindy Chavez, Supervisor, Santa Clara County Board of Supervisors

Cora Tomalinas, Community Member

Danny Sanchez, Faith-Based Community

Glenn Vander Zee, Superintendent, East Side Union High School District

Jon Cicirelli, Director, Parks Recreation and Neighborhood Services

Juan Cruz, Superintendent, Franklin-McKinley School District

Laura Garnette, Probation Chief, Santa Clara County Probation Department

Laurie Smith, Sheriff, Santa Clara County Sheriff's Office

Magdalena Carrasco, Council Member, City of San José

Mariel Caballero, Deputy Director, Santa Clara County Probation Department

Dr. Mary Ann Dewan, Superintendent, Santa Clara County Office of Education

Honorable L. Michael Clark, Presiding Judge State of California Superior Court, Santa Clara County Juvenile Division

Molly O'Neal, Public Defender, Santa Clara County Public Defender's Office

Monique Melchor, Director of Career Guidance, work2future

Neil Rufino, Assistant Director, Parks Recreation and Neighborhood Services

Paul Pereira, Senior Policy Advisor, Office of Mayor Liccardo, City of San José

Raul Peralez, Council Member, City of San José

Sam Liccardo, Mayor & Chair, City of San José

Sara Cody, M.D., Public Health Director, Santa Clara County Public Health Department

Sparky Harlan, Executive Director, Bill Wilson Center

Sylvia Arenas, Council Member, City of San José



## Technical Team

(listed in alphabetical order)

Alum Rock Counseling Center  
 Alum Rock Union School District  
 Asian American Recovery Services  
 Asian Americans for Community Involvement  
 Bay Area Tutoring Association  
 Bay Area Wilderness Training  
 Bill Wilson Center  
 Boys & Girls Clubs of Silicon Valley  
 Bridges Academy  
 Catholic Charities of Santa Clara County  
 Center for Employment and Training  
 City of San José — City Manager's Office  
 City of San José — Code Enforcement  
 City of San José — Council Districts  
 City of San José — Housing Department  
 City of San José — Independent Police Auditor  
 City of San José — Library Department  
 City of San José — Mayor's Office  
 City of San José — Parks, Recreation, and  
     Neighborhood Services  
 City of San José – Police Department  
 City of San José - work2future  
 ConXión to Community  
 County of Santa Clara Department of Alcohol  
     and Drug Services  
 County of Santa Clara Office of the District  
     Attorney  
 County of Santa Clara Health System  
 County of Santa Clara Probation Department  
     Santa Clara County Office of the Public  
     Defender

Empowering Our Community for Success  
 Escuela Popular  
 East Side Union High School District  
 Family and Children Services  
 FIRST 5 of Santa Clara County  
 Fresh Lifelines for Youth (FLY)  
 Franklin McKinley School District  
 Bay Area Community Health  
 Franklin McKinley Children's Initiative  
 From the Streets to the Grave  
 Girl Scouts of Northern California  
 Grizzly Academy  
 Kids in Common/OYP Leadership Public  
 Schools  
 Knockout Dog Fighting  
 New Hope for Youth  
 Project Inspire YWCA  
 Regional Medical Center  
 San José Conservation Corps & Charter School  
 San José Jazz  
 San José Unified School District  
 Santa Clara County Housing Authority  
 Santa Clara County Valley Medical Center,  
     Hospital and Clinics  
 Seneca  
 SVC Tech Ed  
 Teen Success, Inc.  
 The Art of Yoga  
 Ujima Adult & Family Services  
 Pacific Clinics (Uplift Family Services)  
 Victory Outreach

## Appendix C: Opportunity Neighborhoods

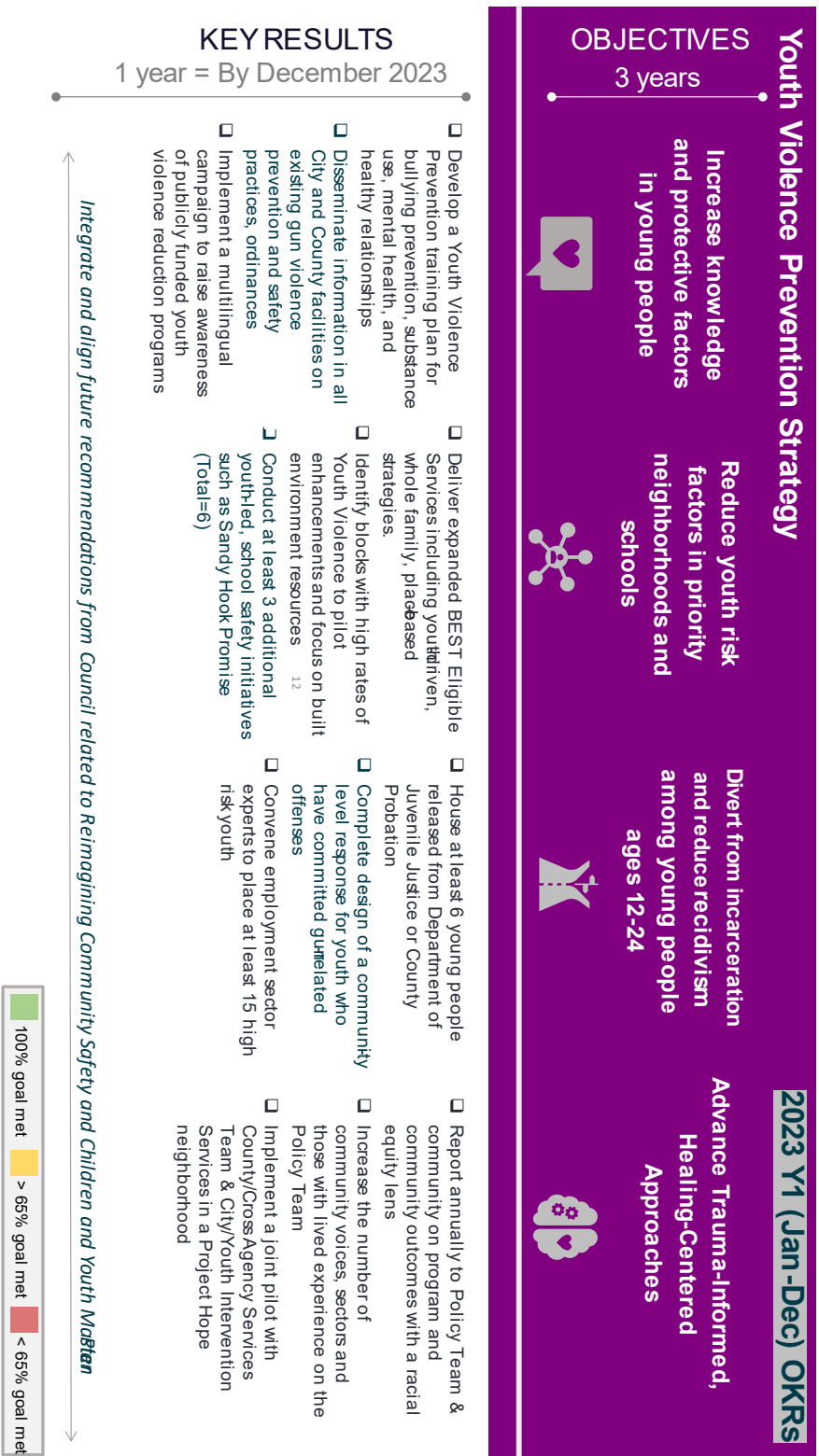
\*Approved by the Policy Team on October 27, 2022. Formerly known as *Hot Spots*.

1. Capital Park - New
2. Mayfair
3. Overfelt Area
4. Plata Arroyo - New
5. Poco Way
6. Valley Palm/SJ Apartments
7. Cadillac/Winchester
8. Meadows - New
9. Santee/Phelan/Owsley
10. Washington
11. Coy Park/Tradewinds
12. Roundtable/Great Oaks
13. Seven Trees
14. Sylvandale - New
15. Five Wounds/Olinder - New
16. Jeanne Avenue
17. Julian Street
18. Roosevelt Park

## Appendix D: Community Listening Sessions

The following stakeholder groups (listed alphabetically) participated in listening sessions as part of the creation of the Strategic Plan:

Bill Wilson Center  
 Black Leadership Kitchen Cabinet  
 Cross Agency Services Team (CAST)  
 Catholic Charities  
 City of San José Youth Commission  
 Clean Slate Tattoo Removal Program participants  
 East San José PEACE Partnership  
 Female Intervention Team participants—Broadway High School  
 Female Intervention Team participants—Mt. Pleasant High School  
 Female Intervention Team participants—Overfelt High School  
 Fresh Lifelines for Youth (FLY) Youth Council  
 La Raza Roundtable  
 Leadership, Education, Activism and Dialogue (LEAD) Filipino  
 Late Night Gym participants at Bascom, Edenvale & Seven Trees  
 New Hope for Youth  
 Project Hope neighborhood association leaders and residents:  
     Cadillac/Winchester, Foxdale, Hoffman-Via Monte, Poco Way, Roundtable, Santee,  
     Washington, Welch Park.  
 Racial Equity Action Leadership (REAL) Group  
 Reimagining Public Safety Community Advisory Board – Prevention Committee  
 Technical Team of Mayor’s Gang Prevention Task Force  
 Ujima Adult & Family Services  
 Youth Intervention Services Safe School Campus Initiative



# Appendix F: Acknowledgements

Thank you to all who participated in the development of the Strategic Plan.

## Executive Committee

Andrea Flores Shelton, Deputy Director, Community Services Division, Parks, Recreation, and Neighborhood Services

Angel Rios Jr., Deputy City Manager

Anthony Mata, Chief of Police, San José Police Department

Jon Cicirelli, Director, Parks Recreation and Neighborhood Services

Mario Maciel, Division Manager, Youth Empowerment Alliance, Community Services Division, Parks, Recreation and Neighborhood Services

Paul Pereira, Senior Policy Advisor, Office of Mayor Sam Liccardo

## Strategic Plan Steering Committee

Annie Wu, East San José PEACE Partnership, County of Santa Clara Public Health Department

Andrea Flores Shelton, Deputy Director, Community Services Division, Department of Parks, Recreation and Neighborhood Services

Carlos Acosta, Captain, San José Police Department

Chris Arriola, Supervising Deputy Attorney, County of Santa Clara

Cora Tomalinas, Community Member

Dave DeLong, Division Manager, Parks Recreation and Neighborhood Services

Hilda Morales, Project Hope Supervisor, Parks, Recreation and Neighborhood Services

Hugo Garcia, Progressions Program Director, San José Jazz

Israel Canjura, Superintendent, Youth Empowerment Alliance, Parks Recreation and Neighborhood Services

Kyra Kazantzis, Chief Executive Officer, Silicon Valley Council of Nonprofits

Lidia Doniz, Violence Prevention Program, County of Santa Clara Public Health Department

Maria Valle, Strategic Initiatives Advisor, Office of Mayor Sam Liccardo

Mariel Caballero, Deputy Director, County of Santa Clara Probation Department

Mario Maciel, Division Manager, Youth Empowerment Alliance, Parks, Recreation and Neighborhood Services

Marisa McKeown, Supervising Deputy District Attorney, County of Santa Clara

Paul Pereira, Senior Policy Advisor, Office of Mayor Sam Liccardo

Peter Hamilton, Assistant to the City Manager

Rhonda McClinton-Brown, Director, Health Communities Branch, County of Santa Clara Public Health Department

Zulma Maciel, Director, Office of Racial Equity, City Manager's Office

- <sup>1</sup> Mayor's Gang Prevention Task Force Technical Team Climate Reports – *Gang Motivated and Gang Related Crimes, San José, 2018-2022*
- <sup>2</sup> United States Census Bureau – *Quick facts*. Retrieved 3/24/22 from <https://www.census.gov/quickfacts/fact/table/sanjosecitycalifornia,CA.santaclaracountycalifornia/PST045221>
- <sup>3</sup> United States Census Bureau – *Quick facts*. Retrieved 3/24/22 from <https://www.census.gov/quickfacts/fact/table/sanjosecitycalifornia,CA.santaclaracountycalifornia/PST045221>
- <sup>4</sup> Lens Co, Realyst, and Bill Wilson Center - *Homeless youth risk and resiliency survey: San José at-a-glance*. Retrieved 4/11/22 from <https://static1.squarespace.com/static/60f9edefc938741af80081d3/t/618c538e4ba0755cca8d84ff/1636586406190/San+Jose+HYRRS+2019+Report.pdf>
- <sup>5</sup> Santa Clara County Office of the Medical Examiner-Coroner – *ME-C data dashboard total drug deaths*. Retrieved 6/7/22 from <https://medicalexaminer.sccgov.org/medical-examiner-coroner-dashboard>
- <sup>6</sup> Santa Clara County Office of Education – *Children and Youth Data Trends*. Presentation by Mary Ann Dewan, Ph.D., County Superintendent of Schools on 7/20/2022.
- <sup>7</sup> Lens Co, Realyst, and Bill Wilson Center - *Homeless youth risk and resiliency survey: San José at-a-glance*. Retrieved 4/11/22 from <https://static1.squarespace.com/static/60f9edefc938741af80081d3/t/618c538e4ba0755cca8d84ff/1636586406190/San+Jose+HYRRS+2019+Report.pdf>
- <sup>8</sup> Santa Clara County - *Juvenile justice 2020 annual report: Helping to build positive futures*. Retrieved 3/24/22 from [https://probation.sccgov.org/sites/g/files/exjcpb721/files/documents/2021\\_09\\_17\\_Juvenile%20Justice%20Annual%20Report\\_2020\\_Final.pdf](https://probation.sccgov.org/sites/g/files/exjcpb721/files/documents/2021_09_17_Juvenile%20Justice%20Annual%20Report_2020_Final.pdf)
- <sup>9</sup> Santa Clara County - *Juvenile justice 2020 annual report: Helping to build positive futures*. Retrieved 3/24/22 from [https://probation.sccgov.org/sites/g/files/exjcpb721/files/documents/2021\\_09\\_17\\_Juvenile%20Justice%20Annual%20Report\\_2020\\_Final.pdf](https://probation.sccgov.org/sites/g/files/exjcpb721/files/documents/2021_09_17_Juvenile%20Justice%20Annual%20Report_2020_Final.pdf)
- <sup>10</sup> U.S. Department of Justice, Bureau of Justice Statistics, School Crime Supplement (SCS) to the National Crime Victimization Survey, 2009 through 2019. Retrieved 7/27/22 from <https://bjs.ojp.gov/sites/g/files/xyckuh236/files/media/document/iscs21.pdf>
- <sup>11</sup> Santa Clara County Office of Education – *Children and Youth Data Trends*. Presentation by Mary Ann Dewan, Ph.D., County Superintendent of Schools on 7/20/2022.
- <sup>12</sup> U.S. Department of Justice, Bureau of Justice Statistics, School Crime Supplement (SCS) to the National Crime Victimization Survey, 2009 through 2019. Retrieved 7/27/22 from <https://bjs.ojp.gov/sites/g/files/xyckuh236/files/media/document/iscs21.pdf>
- <sup>13</sup> Santa Clara County District Attorney's Office Crime Strategies Unit - *Ghost Guns: Overview of Existing Laws*.
- <sup>14</sup> Santa Clara County Public Health Department – *Interim report on the study on public costs of gun violence*. Retrieved 6/3/22 from <http://sccgov.iqm2.com/citizens/FileOpen.aspx?Type=1&ID=12740&Inline=True>
- <sup>15</sup> The Prevention Institute – *Community safety by design: Preventing violence through land use*. Retrieved 7/27/22 from [https://www.preventioninstitute.org/sites/default/files/publications/Community%20Safety%20by%20Design%20Prevention%20Institute%202015\\_0.pdf](https://www.preventioninstitute.org/sites/default/files/publications/Community%20Safety%20by%20Design%20Prevention%20Institute%202015_0.pdf)
- <sup>16</sup> City of San José Office of Racial Equity – *Historic Drivers of Inequity in San José*
- <sup>17</sup> U.S. Department of Justice, Bureau of Justice Statistics, School Crime Supplement (SCS) to the National Crime Victimization Survey, 2009 through 2019. Retrieved 7/27/22 from <https://bjs.ojp.gov/sites/g/files/xyckuh236/files/media/document/iscs21.pdf>
- <sup>18</sup> U.S. Department of Justice, Bureau of Justice Statistics, School Crime Supplement (SCS) to the National Crime Victimization Survey, 2009 through 2019. Retrieved 7/27/22 from <https://bjs.ojp.gov/sites/g/files/xyckuh236/files/media/document/iscs21.pdf>
- <sup>19</sup> City of San José Housing Department - *San José housing market update: 2021 quarter 4*. Retrieved 4/11/22 from <https://www.sanjoseca.gov/home/showpublisheddocument/82437/637812162753270000>
- <sup>20</sup> Lens Co, Realyst, and Bill Wilson Center - *Homeless youth risk and resiliency survey: San José at-a-glance*. Retrieved 4/11/22 from <https://static1.squarespace.com/static/60f9edefc938741af80081d3/t/618c538e4ba0755cca8d84ff/1636586406190/San+Jose+HYRRS+2019+Report.pdf>
- <sup>21</sup> Pacific Institute for Research and Evaluation – *Incidence and cost of firearm injuries in San José, CA* Retrieved 9/8/22 from <https://www.sanjoseca.gov/home/showpublisheddocument/81530/637788026225530000>
- <sup>22</sup> The Urban Institute – *Implementing youth violence reduction strategies: Findings from a synthesis of the literature on gun, group, and gang violence*. Retrieved 9/8/22 from [https://www.urban.org/sites/default/files/2022-03/implementing-youth-violence-reduction-strategies\\_1.pdf](https://www.urban.org/sites/default/files/2022-03/implementing-youth-violence-reduction-strategies_1.pdf)



<sup>23</sup> Bay Area Equity Atlas – *Disconnected youth*. Retrieved 6/3/2022 from

<https://bayareaequityatlas.org/indicators/disconnected-youth#/?breakdown=2&geo=04000000000006085>

<sup>24</sup> Bay Area Equity Atlas – *Disconnected youth*. Retrieved 6/3/2022 from

<https://bayareaequityatlas.org/indicators/disconnected-youth#/?breakdown=3&geo=04000000000006085>

<sup>25</sup> *From trauma-informed to healing-centered engagement: A Youth Work Teach-In with Dr. Shawn Ginwright*. Retrieved 9/8/22 from

<https://www.youtube.com/watch?v=NxTSIIWUeg8>

<sup>26</sup> Collective Impact Forum – *What is collective impact?* Retrieved 7/27/22 from <https://collectiveimpactforum.org/what-is-collective-impact/>

<sup>27</sup> Collective Impact Forum – *Putting community in collective impact*. Retrieved 7/27/22 from

<https://collectiveimpactforum.org/wp-content/uploads/2021/12/PuttingCommunityinCollectiveImpact.pdf>



Community Services Division  
Youth Intervention Services + Project Hope  
San José Youth Empowerment Alliance  
Department of Parks, Recreation and Neighborhood Services  
1694 Adrian Way  
San José, CA 95122

This plan was developed by  
Resource Development Associates Consulting (RDA).



0315/Q0.6K/3169/Mc/OW