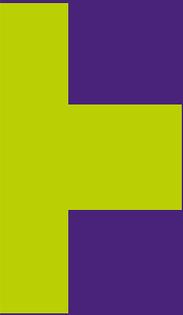


City of Pasadena
City Council Ad Hoc Committee on Youth, Families and Neighborhoods



Gap Analysis & Recommendations

Analysis of Youth/Young Adult
Service Delivery Gaps
&
Recommendations for Gap Resolution

June 2009

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Executive Summary

This Gap Analysis and Recommendations report is the result of an inquiry by a Harder+Company team into age-specific and violence-related conditions and services, as requested by the Pasadena City Council Ad Hoc Committee on Youth, Families and Neighborhoods.

Purpose

The purpose of this report is to identify service and resource gaps and provide recommendations to City Council that can address those gaps, strengthen service delivery and *“ultimately contribute to the reduction of violence in the Pasadena area by youth and young adults.”*

Approach

The focus of this inquiry is on emergent and young adults age 17-25, the age group most involved in and impacted by area crime and violence during 2007. The focus is on programs in four key service areas that can address issues of violence in the age group: 1) community gang violence intervention and prevention, 2) public and mental health, 3) positive parenting and family strengthening, and 4) youth and young adult employment.

As directed, key tasks conducted for this study were 1) an analysis of current service inventories, necessarily supplemented by further inquiry into program capacity; 2) an analysis of current community crime and violence data, as available; 3) the identification of gaps in service to the targeted age group, and 4) the production of this report summarizing key findings and conclusions and recommending strategic initiatives to resolve service gaps.

Key Findings & Conclusions

Key findings are organized, first, according to the first three study tasks given above. The service inventory review and gap analysis tasks are further structured by the four service areas identified in the Request for Proposals.

- **Service Inventories.** Relative to other cities and areas, Pasadena is a service-rich community. Existing inventories show programs across the four study service areas, including those for the targeted age group.
- **Crime and Violence.** Pasadena is currently a relatively low violence community compared with many Southern California areas, although local perception is that violence and violence potential among youth is high.
- **Gaps in Services.** Service gaps for this age group are primarily in the capacity of programs to address violence intervention and productive life alternatives.

Recommendations

Recommendations focus on strategies that can affect violence-involved 17-25 year olds most directly. The concentration is on action steps and mechanisms that can fill service gaps and lead to solutions. Six recommendations reinforce continuity with many current activities, highlight the importance of infrastructure as well as services, and encourage innovation and accountability.

- 1) **Leadership.** Continue to supply Council leadership for policy, funding and accountability for an ongoing Pasadena youth and young adult violence prevention initiative.
- 2) **Structure.** Support a community-based institutional home for the initiative, with strong ties to City government and grassroots organizations.
- 3) **Services.** Continue to build the capacity of grassroots organizations and other programs to address issues of violence for the targeted age group.
- 4) **Collaboration.** Promote centrally-guided, staffed collaborations among programs and institutions involved in the initiative.
- 5) **Roles.** Articulate coordinated service roles for the City and key initiative agencies.
- 6) **Timeline.** Ensure realistic benchmarks for a 2, 5 and 10-year initiative timeframe.

Overview

Purpose

The purpose of this report is to identify youth and young adult service and resource gaps and provide recommendations to City Council that can address those gaps, strengthen service delivery and *“ultimately contribute to the reduction of violence in the Pasadena area by youth and young adults.”*

Background

It is important to understand the recent historical context for this project, which helps explain both its focus and its urgency. The focus is on reducing violence involving youth and young adults, age 17-25, in the Pasadena area. It derives from actions and decisions of the Pasadena City Council Ad Hoc Committee on Youth, Families and Neighborhoods (the Committee), which in 2007 succeeded the Ad Hoc Committee on Youth Development and Violence Prevention. The latter committee was multi-jurisdictional, and had been established in the fall of 2007 in response to a particularly violent prior year among youth and young adults in the Pasadena-Altadena area.

The public’s perception of urgency for violence reduction of course peaked two years ago with the violence itself. However, the Committee has carried forward a commitment to the ongoing reduction of violence and an understanding that violence reduction depends on the strategic utilization of existing program services that have a clear bearing on preventing and intervening in youth and young adult violence, and filling gaps where those services cannot now meet the need. The Committee gathered and generated a large set of pertinent local service directories and reports that are the basis for this report on services, gaps and strategic solutions.

Assumptions

This project relies on the analysis of existing material provided by the Committee, supplemented with additional inquiries made of policy makers, service providers and subject matter experts. The analysis and recommendations are feasible under the available budget and timeline only because of the considerable effort already contributed by the Committee and its Working Group, and because the Committee has restricted the project to a fairly narrow, essentially post-secondary education age range and to violence reduction. With this concentration, and with the guidance of key reports and other input, four assumptions have further guided this analysis:

- The emphasis on actively violence-involved youth and young adults age 17-25 makes certain program areas – e.g., violence intervention, employment readiness and re-entry – of particular pertinence.

Individuals age 17-25 who are still in school, or on-track for further education, employment or military service, are a secondary target for at least violence prevention services. High school-based prevention programs are certainly relevant as they reach a broad audience of teens who “feed” the most high-risk older group.

Services must be coordinated as well as exist on a continuum to match the range of needs of this target group. This involves, but is not limited to, services aimed at school drop-outs, to those that address risk prevention or reduction (drugs, disease and violence), to job preparation, to gang intervention.

- To reach the most at-risk, we must engage grassroots as well as traditional agencies.
Some high-risk individuals in this age group are already hard-core and not responsive to many traditional programs. In some cases, only the agencies closest to the impacted communities, and former gang-involved outreach workers, can provide effective contact with youth and young adults most likely to be involved in violence.
- There must be response strategies that address critical differences, and preferences, as well as similarities among different racial or ethnic communities.
Issues as basic as trust and credibility, as well as role modeling, suggest group-specific staffing and programming. In addition, tactics such as conflict resolution require inter-group programming.
- Leadership and infrastructure are key to a truly comprehensive violence reduction model.
Disparate or loosely connected services do not make a viable service system, even with minimal gaps between needs and resources. An effective service system to reduce youth and young adult violence requires multi-level leadership and coordination, built on the unique local assets of Pasadena city government, funding, programs and communities.

Approach

As directed by the Pasadena City Council Ad Hoc Committee on Youth, Families and Neighborhoods, the focus of this inquiry is on emergent and young adults age 17-25, the age group most involved in area crime and violence during 2007 (Request for Proposals, page 2).

The Committee also narrowed its focus to programs in four key service areas:

- **Community gang violence intervention and prevention**, which became a major filter for the analysis of service gaps;
- **Public and mental health**, providing a picture of critical services to this age group and as well as a general model of violence as a public health issue;
- **Positive parenting and family strengthening**, which applies to the age group itself as young fathers and mothers as much as to parents and families of violence-involved youth, and
- **Youth and young adult employment**, considered a core service area for this age group, and a particularly challenging one given deficits in educational and vocational skills among the targeted population.

The Committee established a City Staff Working Group to assist with identifying resources. To build on that work, the Committee specified that key tasks of this study include (RFP, page 3):

- **Analyze current inventories** of local services intended to prevent or intervene in violence by the targeted group. This study emphasized the analysis of existing inventories, although considerable research was required to construct a minimally adequate picture of the capacity of existing programs to provide relevant services to the targeted age group.
- **Analyze current community crime and violence data** provided by the Pasadena Police Department. Again new data were not requested. The Pasadena Police Department provided general data on relevant crime, information about police services and, through the Adjutant to the Chief of Police, considerable background information and access to project-relevant resources.
- **Identify gaps in services**, specifically those addressing violence prevention and intervention for the 17-25 age group.

I. Key Findings & Conclusions

The overarching finding for this study is that Pasadena can be characterized as having a relative large number and variety of service programs, in both government and private sectors. This includes programs that are either directly or indirectly related to youth and young adults who are in need of violence prevention and intervention services. In addition, these programs are appropriate to the relatively modest incidence and fairly widespread location of recent criminal activity in Pasadena. Finally, gaps between need and resource for the targeted age group and services are seen as real, but critical only in the more extreme areas of violence reduction. Finding and conclusions are organized below according to this study's key tasks regarding services, crime and gaps.

A. Service Inventories

Relative to other cities and areas, Pasadena is service-rich, perhaps particularly in its services for its younger population. Inventories gathered from eight local resources indicate a large number of services that encourage youth and young adult development in general, but a smaller number that address community violence intervention and prevention specifically, including programs available to individuals in the 17-25 year old range (see Attachment A).

Some observations about the number and nature of current programs relevant to this age group are presented here, organized by the four targeted service areas.

■ Community gang violence intervention and prevention

A total of 21 programs are identified as providing services that can be classified as gang or violence intervention or prevention to this target group of high risk youth and young adults. (See Table I.A.1, page 4.) Programs classified in this category include those related to countering truancy (high school) and promoting retention at Pasadena City College (PCC); working with first offenders; assisting those who have been, or whose parents have been, incarcerated; and mediation and conflict resolution programs.

One of the programs mentioned by several of our expert sources as most promising is the NOW (Neighborhood Outreach Worker) program. By placing trained ex-gang outreach workers on the street, the program attempts to reach the most violence-involved and refer them to appropriate programs.

A related resource which has just recently received foundation funding support is the Intervention Institute which will provide a training program on intervention strategies for outreach workers and others. Having this resource available will help ensure that there will be a sufficient pool of trained individuals that can be involved and effective in this community-based approach.

Table I.A.1. Gang Violence Intervention and Prevention Programs for 17-25 year olds

| Organization / City Department | Program Name | Description |
|--|---|---|
| Alta/Pasa Community Improvement Center | Tuesday/Thursday Loma Alta Park | Support group for at-risk teens |
| Casey Family Programs | Pasadena Alumni Support Center | Drop-in center for youth transitioning out of foster care or probation |
| Crown Cities Community Development Corp. | Community Leadership Program | African American male youth and young adult mentoring for former prison inmates, probationees and parolees |
| D'Veal Family Services | Activity centers for youth residing in "at risk" environments | Drug and gang prevention; transportation |
| Friends Outside of LA County | Services for Children and Families | Services to people affected by incarceration; basic needs, support services, employment assistance, etc |
| Give the Streets Back | Various Programs including: Drug & Gang Prevention Speakers, Community Awareness Forum, Counseling Services | Community youth intervention program targeting safety in community |
| Hillsides | Youth Moving on | Programs dedicated to teaching youth nonviolent means to conflict resolution; foster youth emancipation and transitional living for foster youth |
| Learning Works! | Chasing | Chase dropouts and get them back into school |
| Pasadena City Attorney/Prosecutor | Truancy Abatement Program | Truancy sweeps at PUSD high schools |
| Pasadena City College | Project LEAP | Services to keep at-risk PCC students in school |
| Pasadena Mental Health Center | First Offender program | Counseling and parenting classes for first time juvenile offenders and families |
| Pasadena Police Department (PPD) | Safe Schools Team | Full service law enforcement to PUSD campuses in prevention, intervention and enforcement |
| Pasadena Police Department (PPD) | Youth Accountability Board | Work with first time youth offenders to curb future criminal behaviors, first offender diversion program as an alternative to the criminal justice system |
| Pasadena Police Department (PPD) | Youth Advisor Program | Outreach program to at-risk children and youth by 12 teens ages 16-19 |
| Pasadena Unified School District | School Community Violence Prevention grant | At Pasadena and Muir HS and Washington MS. Western Justice Center provides conflict mediation/peer mediation training |
| Pasadena Unified School District | Student Success Team and Student Attendance Review Teams | Early intervention team for students experiencing academic, behavior, and attendance problems |
| Peace Over Violence - West San Gabriel Valley Center | Various Programs including: Self-Defense for Victims, In Touch with Teens | Crisis intervention, violence prevention and education programs |
| Volunteer Center of San Gabriel Valley | Regular and juvenile alternative service program | For court referrals |
| Western Justice Center | Neighborhood Outreach Workers (NOW) | Gang prevention |
| Western Justice Center Foundation | Parenting Peace Building Project | Conflict resolution training |

■ **Public and mental health**

Pasadena is relatively rich in public and mental health services. 32 programs are identified as serving the targeted age range in the area of public and mental health. (See Table I.A.2, page 5-6.) These programs include inpatient and outpatient mental health services; school based mental health services; health and wellness education, primary health and dental care services; and substance use prevention and education.

Table I.A.2. Public and Mental Health Programs for 17-25 year olds

| Organization / City Department | Program Name | Description |
|--|--|---|
| Aurora Las Encinas Hospital | Various Programs | Inpatient and outpatient mental health and chemical dependency |
| Bienvenidos Village for Children | Various Programs | Mental health and case management |
| Buenanueva Foundation | Various Programs | Teen pregnancy prevention, teen parent mentoring, educational assistance and child care programs |
| CHOICES | Various Programs | Substance abuse treatment |
| City of Pasadena Neighborhood Connections Office | Pasadena Neighborhood Leadership Institute | Leadership development program |
| City of Pasadena Public Health Dept. | Black Infant Health Services | Promotes healthy birth outcomes for at-risk youth clients through education, outreach and supportive interventions |
| City of Pasadena Public Health Dept. | Health Promotion | Outreach and education to improve healthy practices re: tobacco use, HIV/AIDS, nutrition and physical activity, communicable diseases and public health emergencies |
| City of Pasadena Public Health Dept. | HIV Testing | Confidential HIV testing and counseling - some patients disclose risky behavior and victimization |
| City of Pasadena Public Health Dept. | Prenatal Clinic | Medical prenatal services for high risk youth |
| Community Health Alliance of Pasadena (CHAP) | Various Programs | Primary health and dental care including physical exams for children and adults |
| Crown Cities Community Development Corp. | New Directions Youth Services Program | Prevention/education program and drug proactive awareness program |
| D'Veal Family Services | Northwest Community Mental Health Program | Comprehensive mental health services including assessments, individual, family and group therapy, referrals |
| Day One | Community preventions | Alcohol, tobacco, and drug prevention workshops |
| Every 15 Minutes | Alcohol Awareness Program | Targets high school juniors and seniors |
| Five Acres | Various Programs | Residential care and education, mental health services in homes and schools, foster care and adoptions, and domestic violence prevention |
| Foothill Family Service | Various Programs | Counseling and mental health services for children, adolescents and adults |
| Fuller Psychological and Family Services | Various Programs | Counseling |
| Hathaway-Sycamores Child and Family Services | Various Programs | Mental health and welfare programs including: case management, grief counseling, foster care/adoption, residential treatment |
| Huntington Hospital | Pasadena Community Asthma Program - PCAP | Asthma education, management and clinic for underserved patients |
| IMPACT Program | Various Programs | Intervention for students (18 and over only) caught with alcohol and other drugs on high school or college campus, inpatient and outpatient rehabilitation programs |

| Organization / City Department | Program Name | Description |
|-----------------------------------|---|--|
| Pacific Clinics | Child and Family Specialty Services | School-based and outpatient mental health services. |
| Pacific Clinics | Community Health Alliance of Pasadena | Mental health services for Northwest Pasadena |
| Pacific Clinics | Hudson Family services | Mental health services for children and adults |
| Pacific Clinics | Pasadena Family Services | Mental health services for children and adults |
| Pasadena Health Consortium | Pasadena Healthcare Link (PHL) | 24-hour call center that provides free health information in English and Spanish |
| Pasadena Mental Health Consortium | Various Programs | Mental Health Service Collaborative |
| Pasadena Unified School District | Northwest School Based Children & Family Services | Counseling, medical care, afterschool programs for PUSD families |
| Pasadena Unified School District | School based mental health clinic services | Funded by LAC Department of Mental Health |
| Planned Parenthood | Education Programs | Comprehensive health and wellness education for teens, young adults and families |
| Project 10 | Models of Pride Conference, LGBT Prom, Models of Excellence Scholarship Program, Project 10 | All-day workshop for adolescent LGBT population, dance event for LGBT youth, scholarships for college students who make a commitment to LGBT equality, anti-harassment programs in schools |
| Public Works | Learning Works! Independent Study | Independent study charter high school for at-risk youth including pregnant or parenting youth |
| Young and Healthy | Various Programs | Mental health services |

■ **Positive parenting and family strengthening**

9 of the eleven programs identified as providing positive parenting and family strengthening serve the targeted age range (Table I.A.3). These programs range from parenting classes to teen pregnancy programs.

Table I.A.3. Positive Parenting and Family Strengthening Programs for 17-25 year olds

| Organization / City Department | Program Name | Description |
|--|--|--|
| Crown Cities Community Development Corp. | Akoko Nan Parent Education and Support Program | For teen parents and adult parents |
| Elizabeth House | Shelter for Pregnant Homeless Women | Support services and case management for pregnant/parenting homeless women |
| Five Acres | Family Preservation | Keep children in their homes and reduce stress on families |
| Foothill Family Service | Partners for responsible parenting | Teen pregnancy program that provide youth development activities and education |
| Healthy Babies Alliance | Various Programs | Support groups, parenting education, workshops |
| Mother's Club | Classes and enrichment | Parent and early education and literacy programs |
| Pasadena City College CEC | Parent Project | Court-mandated diversion program for parents of juvenile delinquents including: parenting training, support groups and behavioral modification interventions |
| Pasadena City College CEC | Parent Education Program | Parent education including::child development, coping, conflict resolution |
| Teen Futures | Baby, Let's Wait | Pregnancy prevention education program |

■ **Youth and young adult employment**

A total of 36 programs are identified as providing some form of employment service for youth and young adults (Table I.A.4). A number of these programs specifically target high school students while other specifically work with foster youth and at-risk youth/young adults. Pasadena City College has several workforce and employment services programs, some in partnership with the Pasadena Unified School District.

Experts interviewed for this project see workforce development programs as the greatest hope for high-risk members of this age group. The most often mentioned program is the Apprenticeship Program run through PCC.

Table I.A.4 Youth and Young Adult Employment Programs for 17-25 year olds

| Organization / Department | Program Name | Description |
|---|---|--|
| Armenian Relief Society | Employment Services | Job readiness workshops, referrals, placement, vocational counseling |
| Casey Family Programs | Various Programs | Resource lab, resume workshops |
| City of Pasadena Dept. of Human Services and Recreation | Foster Youth Demonstration Program | Employment program for Foster Youth ages 17-21 |
| City of Pasadena Dept. of Human Services and Recreation | Summer Rose Youth Jobs Program | Program providing paid summer jobs for youth |
| City of Pasadena Dept. of Human Services and Recreation | Summer Youth Employment Program | Summer jobs for at-risk and limited income youth and young adults |
| City of Pasadena Dept. of Public Works | MASH Program | Training program for unskilled workers: painting, home repair and good work habits |
| City of Pasadena Dept. of Water and Power | Apprenticeship Program | Opportunity to gain employable lifetime skills and train under Journeymen |
| City of Pasadena Northwest Programs Office | Lunch with the Future | Presentation from local companies to youth at John Muir HS regarding careers and mentoring opportunities |
| City of Pasadena Public Health Department | Healthy Ambitions Student Internships | Summer youth internships and weekly educational sessions for at-risk youth |
| D'Veal Family Services | Activity centers for at-risk youth | Computer training and "Functional Analysis" assessment program |
| Employment Development Department | Youth Employment Opportunity Program | Job referrals and placement assistance |
| FAST Project | DJ Introduction | Mobile DJ training program |
| Foothill Workforce Investment Board | Foothill Employment and Training Connection | Comprehensive job resource center: job training, job match, job referral |
| Foothill Workforce Investment Board | WIA Youth Services | At-risk youth employment and training services and resources |
| Foster and Emancipated Youth Services Project | Various Programs | Training and support services for former foster care youth |
| Foster Youth Demonstration Project | Various Programs | Employment program for foster youth |
| Greater Pasadena Community Development Corporation | Mentorship Program | Career exploration, resume writing, job training |
| Kaiser Permanente | KPLAUNCH Youth Workforce Preparation | Summer employment, healthcare careers for 11-12 th graders |
| Latina Teen Project | Various Programs | Enrichment activities, job training, leadership development, and recreational program |
| City of Pasadena Public Health Department | MAP – Workforce Development Task Force | Workforce development/family and youth engagement program |

| Organization / Department | Program Name | Description |
|---|--|---|
| Neighborhood Empowering Youth | NEY Kids Work | Technology education and computer repair training |
| Neighborhood Empowering Youth | Technology Training Center | Free computer workshops with an emphasis on work related skills |
| Pasadena City College | Career mentor summer internship program | Targets Grades 10-11 |
| Pasadena City College | Pre-apprenticeship program | Get participants to meet union reps, how to apply for membership and into jobs |
| Pasadena City College | Workplace Readiness Pilot Program | Certificate program to ensure young adults gain skills for entry into workplace |
| Pasadena City College Community Education Center | GED Preparation | Preparation for the GED test, high school diploma equivalent |
| Pasadena City College Community Education Center | High School Diploma Program | Awards a California State issued high school diploma upon satisfactory completion of the prescribed courses |
| Pasadena City College Community Education Center | Short-Term Career and Technical Education Programs | Certificate of completion, preparation for entry-level employment or transition into a credit course or program |
| Pasadena Police and Fire Departments | Junior Public Safety Academy | Introduce law enforcement and fire services careers |
| Pasadena Police Department | Police Explorer POST | Law enforcement career training/development |
| Pasadena Unified School District | Regional Occupational Program | Employment program in HS |
| Pasadena Unified School District | Workforce Investment Act | Pasadena Youth Employment Program |
| Pasadena Youth Center | Career Path Program | College and career development opportunity and assistance |
| Teen Employment | Various Programs | Entry level employment opportunity for teens |
| Teen Futures & Women at Work | Launchpad | Vocational Internships program for 17-21 year olds |
| Women at Work | Various Programs | Career and job resource center for women |

A Case Study of Services: City of Pasadena Department Funding

The City of Pasadena currently funds a large number of programs for youth and young adults, both to City departments and to nonprofit community-based agencies. This is noted in the table in Attachment A. The following table provides additional detail and summarizes the number of programs and funding levels for each department in FY2008-09, together with information about a) how many programs address at least one of the four services targeted in this study, b) how many, more narrowly, address violence prevention or intervention, c) whether at least some of the 17-25 age range appears to be served, and d) combining the previous two criteria, how many programs are addressing both violence and the 17-25 age range. This information is explicitly relevant to service gaps, as discussed below in section I-C, below.

Table I.A.5. City-Funded Children and Youth Programs, by Department and Relevance to Service Gap Analysis Categories

| | Department | # Programs | FY '09 City Funding | 4 RFP Area Relevant? | Violence Prev/Inter | Age 17-25* | Violence + 17-25 |
|----|-------------------------------|------------|---------------------|----------------------|---------------------|--------------|------------------|
| 1 | City Attorney/Prosecutor | 1 | \$29,000 | 1 | 1 | 1 | 1 |
| 2 | City Manager/Cultural Affairs | 3 | \$346,000 | 3 | 0 | 0 | 0 |
| 3 | Fire | 7 | \$33,021 | 4 | 0 | 0 | 0 |
| 4 | Housing | 13 | \$465,000 | 10 | 2 | 0 | 0 |
| 5 | Human Services & Recreation | 88 | \$5,027,401 | 83 | 5 | 46 | 4 |
| 6 | Information Services | 29 | \$1,698,367 | 19 | 0 | 2 | 0 |
| 7 | Planning and Development | 2 | \$24,000 | 2 | 0 | 2 | 0 |
| 8 | Police | 11 | \$1,675,936 | 11 | 3 | 5 | 1 |
| 9 | Public Health | 21 | \$2,099,176 | 21 | 1 | 4 | 0 |
| 10 | Public Works | 4 | \$130,000 | 0 | 0 | 0 | 0 |
| 11 | Transportation | 1 | \$980,000 | 0 | 0 | 0 | 0 |
| 12 | Water & Power | 5 | \$431,000 | 0 | 0 | 0 | 0 |
| | | 185 | \$12,938,901 | 154 | 12 | 60 | 6 |
| | | | | 83.2% | 6.5% | 32.4% | 3.2% |

*Capacity for serving this group, as indicated from available descriptions

Information available from the service inventories, while a very useful starting point for understanding service gaps, tells us very little about the capacity, potential capacity or sustainability of these programs. These issues are discussed further in section I-C, below.

B. Crime and Violence

Paralleling the positive finding that Pasadena has a large number of youth and young adult service programs addressing violence prevention and intervention is the observation that Pasadena is currently a relatively low violence community. On the other hand, Pasadena residents show little tolerance for the violence that exists, and there is certainly potential for new violence, as was seen dramatically in 2007.

As shown in Attachment B, violent crime generally is somewhat concentrated toward the western end of the City, just east of the 210 freeway. Relatively more incidents also occur along certain commercial corridors. Violent crime, while not uniformly city-wide, is still clearly a city-wide issue.

No statistics are available on gang violence specifically, nor on crime by or against particular age groups, nor trends over time. However, a more refined crime analysis is not considered particularly instructive for our purposes.

Essentially, we know that crime, and perhaps especially gang crime, is regional, sometimes mobile, and often drug-related. Rivalries among gangs, outside influences, including directions from prison inmates and parolees, play a role as well. Violence affects our public schools and at times infects our public places. Although its current level is known to be low compared with many other areas in Los Angeles County, this does not mean that its potential is low, or that new flare-ups will not occur. Contacts with community observers from many vantage points confirm the conclusion that services aimed clearly and strategically at violence-involved 17-25 year olds are not misplaced, but vital.

C. Gaps in Services

As presented in the recommendations offered later in this report, solutions to violence among the 17-25 age group are far broader than closing gaps between needs and services. Improving leadership, service structure, collaboration and roles, and setting reasonable timelines are also important. In fact, addressing those larger issues will also fill service gaps through sharpened attention and efficiencies. The gaps in service that exist for decreasing violence among this age group can be usefully viewed as 1) improving the capacity of programs to intervene in violent situations, and 2) improving the capacity of other programs to prevent violence.

■ Violence intervention

Aside from police activity, violence intervention – typically gang intervention – is also the province of grassroots, community-based programs, such as NOW. These programs are able to conduct outreach to the violence-prone with more access and credibility than either law enforcement or the typical service agency – more akin to the work of certain church-based programs or efforts of a few remarkably committed residents. Additional development of gang intervention services in Pasadena will require identifying clear objectives and providing ongoing professional training, sensitive integration with both social services and law enforcement, and a logical host agency. Law enforcement interventions can also be improved – better targeted, better executed, with less community fallout – through close collaboration with community-based programs, community organizations and community leaders facilitated by an initiative lead agency.

At much younger ages violence prevention is more likely to be preventing first acts of violence. At ages 17-25, it is more likely to be preventing further or more serious violence. In extreme cases, prevention addresses already violence-involved youth and young adults, including those re-entering the area from correctional facilities and, more broadly, those identified as gang members and already watched by law enforcement. (Violence prevention among younger age groups is a much larger topic that also justifies incisive gap analysis and strategic planning.)

■ Violence prevention

Preventing violence or its reoccurrence among older youth and young adults means ensuring that agencies and program have the ability to attract, divert and engage post-high school age individuals with meaningful, even remunerative, alternatives to violence. Capacity will need to be built and nurtured with not only government and nonprofit agencies, but also with local educational institutions, businesses and unions. The apprenticeship program is an excellent model.

Critical existing service gaps not fully evident in the inventories received nor sufficiently explored in our interviews, include the lack of program experience and skills in working with this older age group, in being able to do outreach to the severely at-risk (and service averse), or simply to expand significantly the number of youth served.

II. Strategic Initiative Recommendations

Recommendations focus on strategies that can affect violence-involved 17-25 year olds most directly. The concentration is on action steps and mechanisms that City Council can affect that can fill service gaps and lead to solutions. The strategy recommendations presented here are not considered to stand alone. Strategic attention must also be given both to younger age groups that continually age into the target population segment, and to older adults who serve as positive and negative models and resources for violence among youth and young adults. It is important to reinforce continuity with the many current programs and activities, to build infrastructure as well as service delivery, to encourage innovation and discovery, and to ensure accountability.

Recommendation 1: Leadership

The City Council must continue to supply leadership for policy, funding and accountability for an ongoing Pasadena youth and young adult violence prevention initiative

Sustainable solutions to youth and young adult violence will not occur without continued City Council leadership, and its support of government and community programs. Some approaches and steps for Council consideration include:

- + Ensure a citywide policy focus. Ensure through memoranda and other communication that police, city government health and social services are committed and coordinated in violence prevention and intervention. Consider drafting a new policy or re-emphasize the current Policy on Children, Youth and their Families to serve as a guide for discussion and a driver for funding. City Council could further support it through having a regular agenda item and report at its meetings to keep the issue at the forefront.
- + Encourage political and public will. Council members can successfully challenge their colleagues and constituents to continue to work for nonviolence through their public statements and exchanges. In addition, Council members and the Mayor can reach out to the business community to engage them in the efforts and secure their support for programs as well as to create placements for jobs to be filled by participants in workforce development programs.
- + Guide strategic direction through funding. Ask City departments and program and City-funded nonprofit service recipients to identify violence prevention and intervention as service goals, and to document results. This can be done through directly funded or contracted services as well as through the funding process for CDBG dollars

Recommendation 2: Structure

The Council should support a community-based institutional home for the nonviolence initiative, with strong ties to Pasadena government and to grassroots organizations

Key to a focused, accountable and sustainable initiative is having a physical organizational “home” that can bring its mission and experience working with different populations to bear on violence reduction and work effectively with to all stakeholders in this enterprise. An existing nonprofit entity is ideal if several conditions are also met, including:

- + Has an appropriate mission and stability. The lead agency should be well-established, well-regarded and have community safety as part of its driving mission.
- + Is committed to collaborative leadership. This means a commitment to listening and learning from all groups and agencies committed to creating safe neighborhoods, to convening productive public exchanges, to referring and delegating as appropriate, and to exercising “just enough” control to keep the focus.
- + Relates well with government *and* highly impacted communities. Having deep familiarity and good communication with City government (Council, administration, and service departments) will be as essential as having quality engagement with and the trust of community groups, agencies, faith-based organizations, the business community and individuals.
- + Exhibits good planning and management skills and the ability to serve as a fiscal agent as needed.

Recommendation 3: Services

The Council should continue to build the capacity of government and community programs to address issues of violence for the targeted age group

The gap analysis found both a general richness of relevant service programs and the need for strategic attention to specific service areas in order meet the need of violence reduction among the 17-25 age group. Service capacity development can occur in both public and private sectors, for both prevention and intervention. Some approaches and steps for Council consideration include:

- + Improve violence intervention capacity. City Council can improve its capacity to promote violence intervention primarily through its ability to instruct departments (especially Human Services and Recreation), PPD and its community grant recipients to work through the violence prevention lead agency to collaborate effectively in this difficult enterprise. Even modest City grants to the lead agency or intervention services should be used to leverage growth in capacity (staffing, training) and the reporting of progress and results.
- + Improve violence prevention capacity. City Council can best promote violence prevention among this age group through promoting outreach and job creation to local businesses, unions and educational institutions. It can also support collaboration among current services funded by the city and with the efforts of Vision 20/20.

Recommendation 4: Collaboration

The Council should encourage the lead agency, with paid staff, to establish a working collaborative among programs and institutions involved in the violence reduction initiative

As noted under Recommendation 2, collaboration is an essential ingredient of a successful violence reduction initiative. Collaboration may be broad in stakeholder representation but, as noted in Recommendation 3, it must be targeted in services. Some critical features of this collaboration that the Council should encourage with its leadership and resources will include:

- + Concentrates on workforce alternatives. Apprenticeship programs will be vital.
- + Incorporates existing intervention services. NOW is an excellent core program for further developing an array of effective intervention services.

- + Builds on a long, strong history of community engagement. Any effective violence reduction initiative will be based on the outstanding work of several community-oriented agencies, including Flintridge Operating Foundation, Western Justice Center and Vision 20/20.
- + Coordinates with law enforcement. Particularly for intervention work, trust and coordination must be established with police, sheriff and probation. Law enforcement visibility should be high; intrusion should be low.
- + Coordinates with schools. Particularly for violence prevention and younger age groups.

Recommendation 5: Roles

The Council should ensure that City government is represented on the initiative collaborative to help the lead agency and collaborative articulate coordinated roles for government, nonprofit services and the private sector.

Role complementarity among collaborative members should be both well-defined (to avoid confusion, conflict or inefficiencies) and flexible (to accommodate new learning and opportunities). Some of the role definition challenges for the collaborative will include how to:

- + Work with **community members and informal groups** to specify meaningful roles, as well as boundaries for groups that choose to be more “outside” and adversarial. Community groups are often poorly organized and financed, and always vital to community engagement and change.
- + Work with **Pasadena city government** entities to specify meaningful roles, including Council administrative offices, Public Health, Police, Human Services and Recreation and the Pasadena Human Relations Commission.
- + Work with **County government** entities to specify meaningful roles, among them the Human Relations Commission, Department of Mental Health, Sheriff, Probation and Parole.
- + Work with **schools, community-based organizations** – including faith-based – and independent groups to specify meaningful roles, among them Pasadena Unified School District, Pasadena Community College / WJRC / Flintridge / etc. A continuing role for Pasadena-Altadena Vision 20/20 within the collaborative and with the lead agency may be especially valuable.
- + Work with the **private sector** to specify meaningful roles, including businesses and private funders.
- + Establish a common outcomes framework for monitoring, evaluation and accountability.

Strategy Recommendation 6: Timeline

The Council should ensure that benchmarks for initiative results are realistic for 2, 5 and 10-year timeframes.

The Council role regarding initiative timelines is to inject realism, knowing the way the Council and City departments are funded and operate. This will help ensure that key department roles for the initiative are integrated with their own departmental plans.

This initiative must evolve and change in response to a number of factors, many unknown at this time. The role of the lead agency will be to see that the collaborative remains responsive to new opportunities. Of particular concern to the council will how to ensure that ongoing violence prevention remains a commitment during periods of less public concern, and in perspective when violent incidents heighten

public anxieties. Some items that the Council and collaborative will want to oversee during the next decade include:

- + Within the first two years. Make sure that the lead agency is fully tasked and the collaborative is well-formed. Expect intervention and employment programs to be upgraded and expanded. Expect department plans and grants with community agencies to have clear violence prevention/intervention goals, as appropriate.
- + Within five years. Make sure that the initiative has been thoroughly evaluated for both implementation and outcomes. Hold the lead agency accountable for being responsive to the community and Council.
- + Within ten years. Expect the initiative to be thoroughly institutionalized as a City initiative across all relevant departments, and with stable, productive relationships with community groups.

Attachments

The following attachments to this report offer additional information about.

- A. Local Services for Youth and Young Adults
- B. Map of Crime Locations in Pasadena, 2008
- C. Key Sources and Reference Materials

Attachment A. Local Services for Youth and Young Adults

Local services for youth and young adults were identified by the Working Group. The table of local services found on the following pages has been constructed from these nine sources:

1. City of Pasadena – Children and Youth Services Program list
2. Pasadena City College – Program list
3. Agencies with Children and Youth Services Program list
4. PUSD – Health Programs Inventory
5. Commission on Status of Women, Human Services and Recreation Department – Survival Guide, 30th Anniversary Edition, 2007-2008
6. Pasadena City College – Community Education Center Annual Report 2008
7. HealthyCity.org – website listing of community organizations
8. Pasadena Public Library – Community Directory
9. Foothill Employment and Training Connection – Youth Resources Guide

3. Community Violence Intervention and Prevention for 17-25 year olds

| Organization / Department | Program Name | Description | Youth under 12 | Teens 13-16 | Young Adults 17-25 | Families | City Funded? |
|--|---|---|----------------|-------------|--------------------|----------|--------------|
| Alta/Pasa Community Improvement Center | Tuesday/Thursday Loma Alta Park | Support group for at-risk teens | | ✓ | ✓ | | |
| Casey Family Programs | Pasadena Alumni Support Center | Drop-in center for youth transitioning out of foster care or probation | ✓ | ✓ | ✓ | | |
| City Attorney | Truancy Abatement Program | Truancy sweeps at PUSD high schools | | ✓ | ✓ | | ✓ |
| Crown Cities Community Development Corp. | Community Leadership Program | African American male youth and young adult mentoring for former prison inmates, probationees and parolees | | ✓ | ✓ | | |
| D'Veal Family Services | Activity centers for at-risk youth | Drug and gang prevention; transportation | ✓ | ✓ | ✓ | ✓ | |
| Friends Outside of LA County | Services for Children and Families | Services to people affected by incarceration; basic needs, support services, employment assistance, etc | ✓ | ✓ | ✓ | ✓ | |
| Give the Streets Back | Various Programs including: Drug & Gang Prevention Speakers, Community Awareness Forum, Counseling Services | Community youth intervention program targeting safety in community | ✓ | ✓ | ✓ | | |
| Hillsides | Youth Moving on | Programs dedicated to teaching youth nonviolent means to conflict resolution; foster youth emancipation and transitional living for foster youth | | | ✓ | | |
| Learning Works! | Chasing | Chase dropouts and get them back into school | | ✓ | ✓ | | |
| Pasadena City College (PCC) | Project LEAP | Services to keep at-risk PCC students in school | | | ✓ | | ✓ |
| Pasadena Mental Health Center | First Offender program | Counseling and parenting classes for first time juvenile offenders and families | ✓ | ✓ | ✓ | | |
| Pasadena Police Department (PPD) | Safe Schools Team | Full service law enforcement to PUSD campuses in prevention, intervention and enforcement | ✓ | ✓ | ✓ | | ✓ |
| Pasadena Police Department (PPD) | Youth Accountability Board | Work with first time youth offenders to curb future criminal behaviors, first offender diversion program as an alternative to the criminal justice system | | ✓ | ✓ | | ✓ |
| Pasadena Police Department (PPD) | Youth Advisor Program | Outreach program to at-risk children and youth by 12 teens ages 16-19 | ✓ | ✓ | ✓ | | ✓ |
| Peace Over Violence – West San Gabriel Valley Center | Various Programs including: Self-Defense for Victims, In Touch with Teens | Crisis intervention, violence prevention and education programs | | ✓ | ✓ | | |
| Pasadena Unified School District | School Community Violence Prevention grant | At Pasadena and Muir HS and Washington MS. Western Justice Center provides conflict mediation/peer mediation training | | ✓ | ✓ | | |
| Pasadena Unified School District | Student Success Team and Student Attendance Review Teams | Early intervention team for students experiencing academic, behavior, and attendance problems | | ✓ | ✓ | | |
| Volunteer Center of San Gabriel Valley | Regular and juvenile alternative service program | For court referrals | | ✓ | ✓ | | |
| Western Justice Center | Neighborhood Outreach Workers (NOW) | Gang prevention | | ✓ | ✓ | | ✓ |
| Western Justice Center Foundation | Parenting Peace Building Project | Conflict resolution training | ✓ | ✓ | ✓ | | ✓ |

2. Public and Mental Health for 17-25 year olds

| Organization / Department | Program Name | Description | Youth under 12 | Teens 13-16 | Young Adults 17-25 | Families | City Funded? |
|--|--|---|----------------|-------------|--------------------|----------|--------------|
| Aurora Las Encinas Hospital | Various Programs | Inpatient and outpatient mental health and chemical dependency | | | ✓ | ✓ | |
| Bienvenidos Village for children | Various Programs | Mental health and case management | ✓ | ✓ | ✓ | | |
| Buenavueva Foundation | Various Programs | Teen pregnancy prevention, teen parent mentoring, educational assistance and child care programs | | ✓ | ✓ | ✓ | |
| CHOICES | Various Programs | Substance abuse treatment | | | ✓ | | |
| City of Pasadena Health Dept. | Black Infant Health Services | Promotes healthy birth outcomes for at-risk youth clients through education, outreach and supportive interventions | | ✓ | ✓ | ✓ | ✓ |
| City of Pasadena Health Dept. | Health Promotion | Outreach and education to improve healthy practices re: tobacco use, HIV/AIDS, nutrition and physical activity, communicable diseases and public health emergencies | | ✓ | ✓ | | ✓ |
| City of Pasadena Health Dept. | HIV Testing | Confidential HIV testing and counseling – some patients disclose risky behavior and victimization | | ✓ | ✓ | | ✓ |
| City of Pasadena Health Dept. | Prenatal Clinic | Medical prenatal services for high risk youth | | ✓ | ✓ | | ✓ |
| City of Pasadena Neighborhood Connections Office | Pasadena Neighborhood Leadership Institute | Leadership development program | | | ✓ | | |
| Community Health Alliance of Pasadena (CHAP) | Various Programs | Primary health and dental care including physical exams for children and adults | ✓ | ✓ | ✓ | ✓ | |
| Crown Cities Community Development Corp. | New Directions Youth Services Program | Prevention/education program and drug proactive awareness program | ✓ | ✓ | ✓ | | |
| D'Veal Family Services | Northwest Community Mental Health Program | Comprehensive mental health services including assessments, individual, family and group therapy, referrals | ✓ | ✓ | ✓ | ✓ | |
| Day One | Community preventions | Alcohol, tobacco, and drug prevention workshops | | ✓ | ✓ | | |
| Every 15 Minutes | Alcohol Awareness Program | Targets high school juniors and seniors | | | ✓ | | ✓ |
| Five Acres | Various Programs | Residential care and education, mental health services in homes and schools, foster care and adoptions, and domestic violence prevention | ✓ | ✓ | ✓ | ✓ | |
| Foothill Family Service | Various Programs | Counseling and mental health services for children, adolescents and adults | ✓ | ✓ | ✓ | ✓ | |
| Fuller Psychological and Family Services | Various Programs | Counseling | ✓ | ✓ | ✓ | ✓ | |
| Hathaway-Sycamores Child and Family Services | Various Programs | Mental health and welfare programs including: case management, grief counseling, foster care/adoption, residential treatment | ✓ | ✓ | ✓ | ✓ | |
| Huntington Hospital | Pasadena Community Asthma Program – PCAP | Asthma education, management and clinic for underserved patients | ✓ | ✓ | ✓ | ✓ | |
| IMPACT Program | Various Programs | Intervention for students (18 and over only) caught with alcohol and other drugs on high school or college campus, inpatient and outpatient rehabilitation programs | | | ✓ | | |
| Pacific Clinics | Child and Family Specialty Services | School-based and outpatient mental health services. | ✓ | ✓ | ✓ | ✓ | |
| Pacific Clinics | Community Health Alliance of Pasadena | Mental health services for Northwest Pasadena | ✓ | ✓ | ✓ | ✓ | |
| Pacific Clinics | Hudson Family services | Mental health services for children and adults | ✓ | ✓ | ✓ | ✓ | |
| Pacific Clinics | Pasadena Family Services | Mental health services for children and adults | ✓ | ✓ | ✓ | ✓ | |
| Pasadena Health Consortium | Pasadena Healthcare Link (PHL) | 24-hour call center that provides free health information in English and Spanish | | | ✓ | ✓ | |

| Organization / Department | Program Name | Description | Youth under 12 | Teens 13-16 | Young Adults 17-25 | Families | City Funded? |
|-----------------------------------|---|--|----------------|-------------|--------------------|----------|--------------|
| Pasadena Mental Health Consortium | Various Programs | Mental Health Service Collaborative | ✓ | ✓ | ✓ | ✓ | ✓ |
| Pasadena Unified School District | Northwest School Based Children & Family Services | Counseling, medical care, afterschool programs for PUSD families | ✓ | ✓ | ✓ | ✓ | ✓ |
| Pasadena Unified School District | School based mental health clinic services | Funded by LAC Department of Mental Health | ✓ | ✓ | ✓ | ✓ | |
| Planned Parenthood | Education Programs | Comprehensive health and wellness education for teens, young adults and families | | ✓ | ✓ | ✓ | |
| Project 10 | Models of Pride Conference, LGBT Prom, Models of Excellence Scholarship Program, Project 10 | All-day workshop for adolescent LGBT population, dance event for LGBT youth, scholarships for college students who make a commitment to LGBT equality, anti-harassment programs in schools | | ✓ | ✓ | ✓ | |
| Public Works | Learning Works! Independent Study | Independent study charter high school for at-risk youth including pregnant or parenting youth | | ✓ | ✓ | | |
| Young and Healthy | Various Programs | Mental health services | ✓ | ✓ | ✓ | | |

3. Positive Parenting and Family Strengthening for 17-25 year olds

| Organization / Department | Program Name | Description | Youth under 12 | Teens 13-16 | Young Adults 17-25 | Families | City Funded? |
|--|--|--|----------------|-------------|--------------------|----------|--------------|
| Crown Cities Community Development Corp. | Akoko Nan Parent Education and Support Program | For teen parents and adult parents | | ✓ | ✓ | ✓ | |
| Elizabeth House | Shelter for Pregnant Homeless Women | Support services and case management for pregnant/parenting homeless women | | ✓ | ✓ | ✓ | ✓ |
| Five Acres | Family Preservation | Keep children in their homes and reduce stress on families | ✓ | ✓ | ✓ | | |
| Foothill Family Service | Partners for responsible parenting | Teen pregnancy program that provide youth development activities and education | | ✓ | ✓ | | |
| Healthy Babies Alliance | Various Programs | Support groups, parenting education, workshops | | ✓ | ✓ | ✓ | |
| Mother's Club | Classes and enrichment | Parent and early education and literacy programs | ✓ | | ✓ | ✓ | ✓ |
| Pasadena City College Community Education Center | Parent Project | Court-mandated diversion program for parents of juvenile delinquents including: parenting training, support groups and behavioral modification interventions | ✓ | ✓ | ✓ | ✓ | |
| Pasadena City College Community Education Center | Parent Education Program | Parent education including: child development, coping, conflict resolution | ✓ | | ✓ | ✓ | |
| Teen Futures | Baby, Let's Wait | Pregnancy prevention education program | | ✓ | ✓ | | |

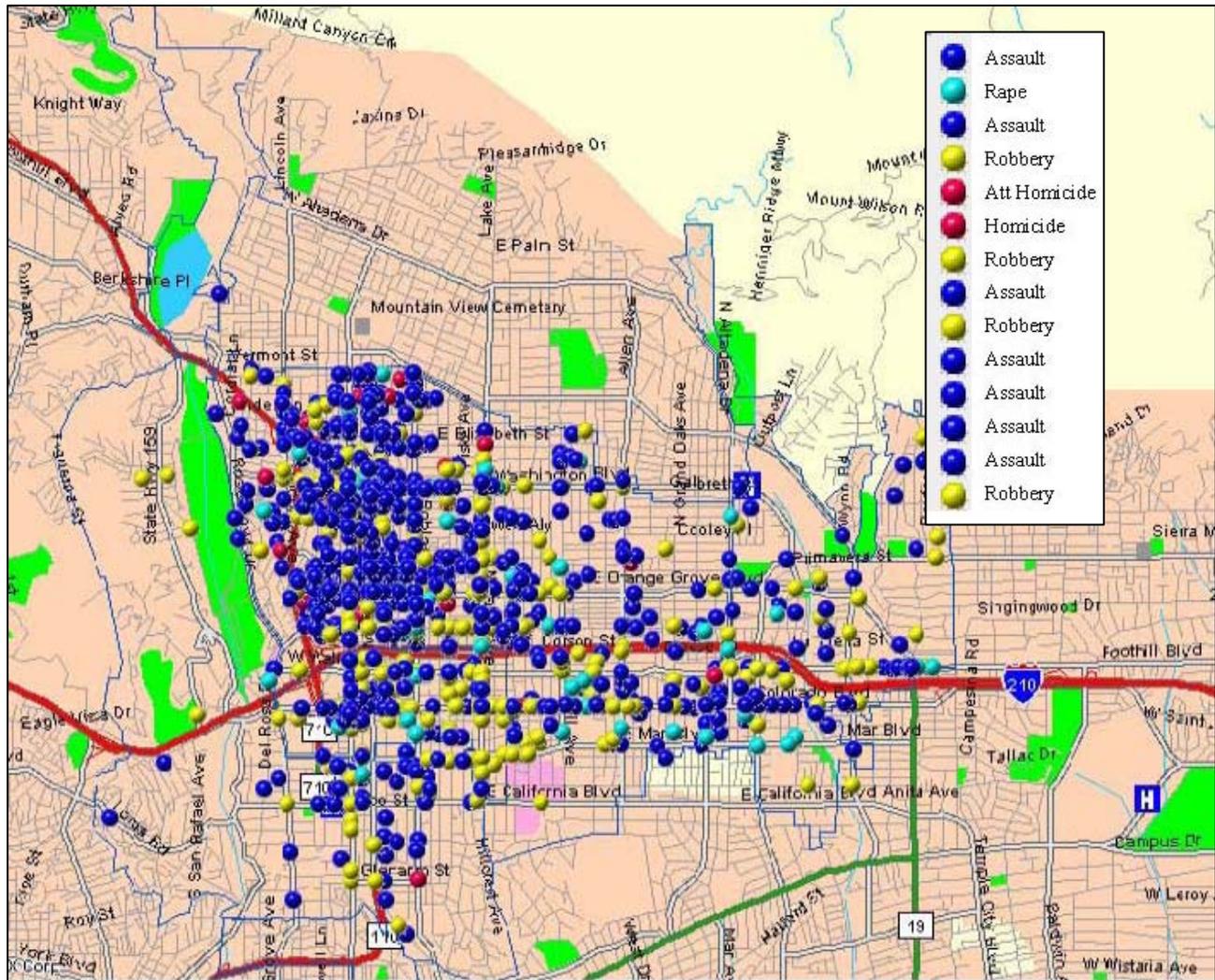
4. Youth and Young Adult Employment Programs for 17-25 year olds

| Organization / Department | Program Name | Description | Youth under 12 | Teens 13-16 | Young Adults 17-25 | Families | City Funded? |
|---|---|---|----------------|-------------|--------------------|----------|--------------|
| Armenian Relief Society | Employment Services | Job readiness workshops, referrals, placement, vocational counseling | ✓ | ✓ | ✓ | ✓ | ✓ |
| Casey Family Programs | Various Programs | Resource lab, resume workshops | | ✓ | ✓ | | |
| City of Pasadena Dept. of Human Services and Recreation | Foster Youth Demonstration Project | Employment program for foster youth ages 17-21 | | | ✓ | | ✓ |
| City of Pasadena Dept. of Human Services and Recreation | Summer Rose Youth Jobs Program | Program providing paid summer jobs for youth | | ✓ | ✓ | | ✓ |
| City of Pasadena Dept. of Human Services and Recreation | Summer Youth Employment Program | Summer jobs for at-risk and limited income youth and young adults | | ✓ | ✓ | | ✓ |
| City of Pasadena Dept. of Public Works | MASH Program | Training program for unskilled workers: painting, home repair and good work habits | | | ✓ | | ✓ |
| City of Pasadena Dept. of Water and Power | Apprenticeship Program | Opportunity to gain employable lifetime skills and train under Journeymen | | | ✓ | | ✓ |
| City of Pasadena Northwest Programs Office | Lunch with the Future | Presentation from local companies to youth at John Muir HS regarding careers and mentoring opportunities | | ✓ | ✓ | | ✓ |
| City of Pasadena Public Health Dept. | Healthy Ambitions Student Internships | Summer youth internships and weekly educational sessions for at-risk youth | | ✓ | ✓ | | ✓ |
| City of Pasadena Puyblic Health Department | MAP – Workforce Development Task Force | Workforce development/family and youth engagement program | | | ✓ | ✓ | ✓ |
| D'Veal Family Services | Activity centers for at-risk youth | Computer training and "Functional Analysis" assessment program | | | | | |
| Employment Development Department | Youth Employment Opportunity Program | Job referrals and placement assistance | | | ✓ | | |
| FAST Project | DJ Introduction | Mobile DJ training program | | ✓ | ✓ | | |
| Foothill Workforce Investment Board | Foothill Employment and Training Connection | Comprehensive job resource center: job training, job match, job referral | | | ✓ | ✓ | |
| Foothill Workforce Investment Board | WIA Youth Services | At-risk youth employment and training services and resources | | ✓ | ✓ | | ✓ |
| Foster and Emancipated Youth Services Project | Various Programs | Training and support services for former foster care youth | | | ✓ | | ✓ |
| Greater Pasadena Community Development Corporation | Mentorship Program | Career exploration, resume writing, job training | | ✓ | ✓ | | |
| Kaiser Permanente | KPLAUNCH Youth Workforce Preparation | Summer employment, healthcare careers for 11-12th graders | | ✓ | ✓ | | |
| Latina Teen Project | Various Programs | Enrichment activities, job training, leadership development, and recreational program | | ✓ | ✓ | | |
| Neighborhood Empowering Youth | NEY Kids Work | Technology education and computer repair training | | ✓ | ✓ | | |
| Neighborhood Empowering Youth | Technology Training Center | Free computer workshops with an emphasis on work related skills | | ✓ | ✓ | | |
| Pasadena City College | Career mentor summer internship program | Targets Grades 10-11 | | ✓ | ✓ | | |
| Pasadena City College | Pre-apprenticeship program | Get participants to meet union reps, how to apply for membership and into jobs | | | ✓ | | |
| Pasadena City College | Workplace Readiness Pilot Program | Certificate program to ensure young adults gain skills for entry into workplace | | | ✓ | | |
| Pasadena City College Community Education Center | GED Preparation | Preparation for the GED test, high school diploma equivalent | | | ✓ | | |
| Pasadena City College Community Education Center | High School Diploma Program | Awards a California State issued high school diploma upon satisfactory completion of the prescribed courses | | | ✓ | | |

| Organization / Department | Program Name | Description | Youth under 12 | Teens 13-16 | Young Adults 17-25 | Families | City Funded? |
|--|--|---|----------------|-------------|--------------------|----------|--------------|
| Pasadena City College Community Education Center | Short-Term Career and Technical Education Programs | Certificate of completion, preparation for entry-level employment or transition into a credit course or program | | | ✓ | | |
| Pasadena Police and Fire Departments | Junior Public Safety Academy | Introduce law enforcement and fire services careers | | ✓ | ✓ | | ✓ |
| Pasadena Police Department | Police Explorer POST | Law enforcement career training/development | | ✓ | ✓ | | ✓ |
| Pasadena Unified School District | Regional Occupational Program | Employment program in HS | | ✓ | ✓ | | |
| Pasadena Unified School District | Workforce Investment Act | Pasadena Youth Employment Program | | ✓ | ✓ | | |
| Pasadena Youth Center | Career Path Program | College and career development opportunity and assistance | | ✓ | ✓ | | |
| Teen Employment | Various Programs | Entry level employment opportunity for teens | | ✓ | ✓ | | ✓ |
| Teen Futures and Women at Work | Launchpad | Vocational Internships program for 17-21 year olds | | ✓ | ✓ | | |
| Women at Work | Various Programs | Career and job resource center for women | | | ✓ | ✓ | |

Attachment B. Violent Crime Locations in Pasadena, 2007-2008

The following map of Pasadena gives locations of Part I violent crime (Homicide and Attempted Homicide, Rape and various Robbery and Assault crime categories) recorded during calendar years 2007 and 2008. It illustrates that these types of crime have been more concentrated just east of the 210 Interstate and along certain business corridors.



Attachment C. Key Sources and Reference Materials

Although this project concentrated on existing materials, not new research, a number of persons provided exceptional advice or insight into service gaps and solutions. Among them were Councilwoman Jacqui Robinson and Councilman Steve Madison; Assistant City Manager Steve Mermell; Working Group members Patsy Lane and Dr. Takashi Wada; Janet Pope Givens, Adjutant to the Chief of Police; Jaylene Moseley, Lisa Wilson and Brian Biery of the Flintridge Operation Foundation; Angela Oh and her staff at Western Justice Center; and Tony Massengale of the Los Angeles County Human Relations Commission.

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