

CITY OF EAST PALO ALTO

**COMMUNITY RETREAT WITH THE CITY COUNCIL
AND MEASURE C OVERSIGHT COMMITTEE
SUMMARY REPORT
JULY 23, 2011**

PREPARED BY

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<p style="text-align:center">CITY OF EAST PALO ALTO COMMUNITY RETREAT REPORT JULY 23, 2011</p>

Overview

On Saturday, July 23, 2011, East Palo Alto (EPA) City Council members and staff, Measure C Oversight Committee members and staff, organizational leaders, clergy and community members-at-large convened at the EPA Government Center for a community retreat to develop a work plan and implementation strategy for Measure C funding. Thirty-three people attended the retreat which was held from 9:30 am – 2:00 pm and facilitated by Omowale Satterwhite (President, Applied Management and Organizational Services (A-MOS)).

Goals

The primary goals of the community retreat were to:

- To share historical information about Measure C.
- To share information on crime statistics/trends and socio-economic conditions in EPA.
- To review the strategic work plan template.
- To develop a violence prevention strategic work plan.
- To develop an implementation strategy recommendation for Measure C.

Agenda

The agenda for the community retreat was as follows:

- *Opening Session:* Welcome/Purpose of retreat and introduction of facilitator.
- *Roles:* Review of the agenda, the “facilitator”, “recorder” and “group” roles, and ground rules for the retreat.
- *Measure C Ordinance and Structure:* An overview of the Measure C ordinance and structure by Valerie Armento, Interim City Attorney.
- *Historical Context:* A summary of the social/political events leading up to the passage of Measure C by Pastor Paul Bains and Stewart Hyland, EPA community members.
- *Crime Statistics/Trend Analysis:* A report on East Palo Alto crime data by Ronald L. Davis, Police Chief.
- *Background Issues:* A report on East Palo Alto socio-economic and educational data by Dr. Peter Ellis, Community Crime Prevention Associates.
- *Developing a Violence Prevention Strategic Work Plan:* A working session to define the vision, mission, guiding values and strategic goals for Measure C.

- *Developing an Implementation Strategy Recommendation:* A working session to develop recommendations for the use of Measure C funds (e.g., targeted or non-targeted funding, single or multi-year and other related issues).
- *Summary of the Day's Outcome:* A review of the main outcomes of the community retreat.
- *Next Steps and Closing Remarks:* Closing comments by Carlos Romero, Mayor, and Laura Martinez, Vice Mayor and Council Liaison to Measure C Oversight Committee.

This report presents a summary of the main activities and outcomes of the community retreat. Copies of all handouts referenced in this report can be gotten at the City Manager's Office in the City of East Palo Alto.

REPORT ON THE COMMUNITY RETREAT PROCEEDINGS

Call to Order (*Carlos Romero, Mayor*)

The retreat was called to order at 9:30am by East Palo Alto Mayor Carlos Romero, who welcomed the group before passing the floor to Vice Mayor Laura Martinez.

Welcome/Purpose of Retreat, Introduction of the Facilitator (*Laura Martinez, Vice Mayor*)

The Vice Mayor offered a warm welcome to the group, extending special thanks to retreat participants for their presence and participation on a Saturday, and extended apologies, on behalf of the City Council, for the short time notice community members received about the retreat. She then stated the purposes of the retreat, gave a brief history of Measure C, and introduced the facilitator, Omowale Satterwhite.

Roles: Facilitator, Recorder, Group, Ground Rules (*Omowale Satterwhite, Facilitator*)

Omowale thanked the Vice Mayor for her introduction and began by sharing an important tenet that guides his work in communities -- "in order to build to community, you have to be community." Following this proclamation, he asked retreat participants to greet and introduce themselves, as well as, share their affiliations. Following introductions, Omowale reviewed the day's agenda and the following roles and ground rules:

Roles

- **Facilitator:** Be neutral; create a space for fair, open discussion where all voices are heard; summarize information when needed; assist with developing group consensus where desired; and keep the meeting on schedule
- **Recorder:** Document the meeting and assist with preparing the meeting report
- **Group:** Do your best thinking; Have a candid dialogue; and Develop recommendations for the Measure C Commission and City Council

Ground Rules

- Be Open to New Ideas
- Show Mutual Respect
- Participate actively – Share information, ask questions & be fully engaged
- Agree to disagree, but look for common ground
- Turn cell phones to vibrate or off

After reviewing the retreat roles and ground rules, the facilitator asked participants to share what they hoped to accomplish at the retreat. Following are their responses:

- Direction
- Consensus
- Definition and goals
- Open Communication (Don't be afraid to speak)
- Dialogue
- Working as a unit
- Making sure the heart of the community is being heard
- Understanding

- Moving things forward

Next, the facilitator introduced the Interim City Attorney, *Valerie Armento*, who was invited to review the Measure C Ordinance and Structure.

Measure C Ordinance and Structure: Valerie Armento, Interim City Attorney
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Interim City Attorney Armento began her review of the ordinance and structure by explaining that Measure C is a special parcel tax passed by voters in November 2006 with the explicit purpose of fighting crime through community crime prevention and public safety law enforcement programs. She provided in depth information on the type and percentage of taxes levied in order to support Measure C. She also shared a list of questions that had been previously asked by community members about Measure C and gave the City's answers to these questions, in order to foster deeper understanding of the ordinance's legal requirements and operating structure.

Discussion

Following Attorney Armento's remarks, the group had the following comments and questions regarding her report:

- **Question:** Now that the community services department has been eliminated, how do we fund music and arts programs? Will such programs receive Measure C funding through 501c3 organizations or should they go through the city?
 - **Answer:** The city is working to address this gap in services.
- **Question:** How did it come about that the City can access Measure C funds?
 - **Answer:** In order to facilitate management and oversight of Measure C funds, to ensure the seamless delivery of services and to fulfill state reporting requirements, the city has allocated a portion of funds to support the hiring of a Measure C staff person during the implementation phase. This is the primary way the city can access these funds.
 - **Comment:** Chief Davis clarified that the city may also apply for Measure C funds to deliver crime and violence prevention programs and services.
- **Question:** Who can apply for Measure C funding?
 - **Answer:** Local community organizations
- **Question:** Does Measure C support capital/building projects?
 - **Answer:** No, Measure C supports crime prevention programs and services only.

After the question and answer segment, Interim City Attorney Armento concluded her presentation. The facilitator regained the floor and invited Minister Paul Bains and Stewart Hyland to share historical information about Measure C. *(Please note that Stewart Hyland's presentation was made on behalf of Cruz Hyland who was listed as the presenter on the agenda.)*

Historical Context: Pastor Paul Bains & Stewart Hyland, Community Members

Pastor Paul Bains shared a brief history of how Measure C was born. He began by noting that the measure was modeled after a crime prevention ordinance that passed in Oakland, CA. Troubled by the crime that plagued East Palo Alto, strong community partnerships were forged within the city's faith-based community and with faith communities outside of EPA. A high level of youth engagement, a close knit alliance led by Fellowship of Faith and Peninsula Interfaith Action, as well as learnings from neighboring communities successfully facing and addressing similar challenges were instrumental in moving the process forward.

Following the above comments by Pastor Bains, Stewart shared the following additional information in a PowerPoint presentation:

- Community members expressed growing concern about violent crime in the city and sought help from local churches.
- A partnership was forged within EPA's faith community (led by PIA and Fellowship of Faith).
- PIA led research efforts and collected information from representatives of Oakland Measure Y and San Jose BEST to learn how other communities raised funds for violence prevention.
- EPA youth were a catalyzing force within the movement to pass Measure C.
- Unique alliances were forged with the following groups:
 - SEIU Local 715 (now 521) and UNITE Here Local 21, for funding and volunteer support.
 - "No on Measure E" Campaign (Measure E was the anti-rent control measure).
- Measure C funds were earmarked for the EPA Police Department and social services programs.
- Measure C funds can be used to support:
 - Victims of domestic violence
 - Formerly incarcerated individuals
 - Seniors
 - Youth
- Measure C passed with more than 67% of the vote.

Discussion

Following Stewart's presentation, Councilmember Rubin Abrica noted that Measure C marked the 3rd time the city had gone to the community to get additional funding to address an issue. By approving the measure, the community sent an important message that it trusts the city to handle this important issue.

After a brief discussion, the facilitator thanked Pastor Bains and Stewart Hyland for the information they shared and introduced the next presenter, Chief Ronald Davis, East Palo Alto's Police Chief.

Crime Statistics/Trend Analysis: Ronald L. Davis, Police Chief

Chief Davis began his presentation by distributing the following materials which were referenced throughout his presentation:

- Crime Trends in the City of East Palo Alto (1986-2008)
 - Prepared by Berkeley Center for Criminal Justice (BCCJ)
- East Palo Alto Police Department: Crime Trends 1986-2011
 - Prepared by the East Palo Alto Police Department

Chief Davis noted that the BCCJ publication was made possible through a grant and was published at no cost to the city. Following these initial statements, Chief Davis began to share and explain crime trends within the City of East Palo Alto.

The following data was highlighted in his presentation:

- Key Causes of Crime
- Property/Violent crime in East Palo Alto vs. property crime in the state
- Total crime rate in East Palo Alto vs. total crime rate in the state
- Type and propensity of various types of crimes (i.e. assault, larceny etc)
- Age groups most impacted by violent crimes (victims/perpetrators)
- Victims of crime by race
- Crime in East Palo Alto over time (i.e. which rates have declined/increased/remained constant)

As he shared the above information, Chief Davis emphasized that statistics must be put in their proper context. It is true that East Palo Alto has seen a tremendous long-term decline in its crime rate (citing 42 homicides in 1992, compared to 4 homicides in 2010). However, four homicides in a community of East Palo Alto's size is still too many. Where the property crime rate in EPA is lower than that of the state, violent crime in the city is disproportionately higher than the rest of the state and has been so since 2000.

In addition to sharing information about crime trends in EPA, the Chief also talked about certain new trends in the City such as:

- An increase in gang activity
- Generational gang involvement (i.e. Within certain families, gang affiliation is being passed down to 2nd and 3rd generations)
- Turf wars
- The release and return home of incarcerated individuals (i.e. 30,000-40,000 prisoners have been released from state prisons)
- Higher levels of community involvement – where citizens once kept silent, they are providing the police with helpful tips that are resulting in arrests.

Discussion

Following the presentation by the Chief of Police, the floor was open for discussion and the following questions were raised:

- **Question:** What are the underlying causes of crime?
 - **Answer:** Crime can be attributed to a number of causes (i.e. cultural issues, alcoholism, mental-health issues, family environment/influences, gang and drug involvement, etc.).

- **Question:** Should Measure C target young adults 18-24, since according to the data, they seem to be the most involved in violent crime?
 - **Answer:** We need to determine where to put our resources, and decide whether we will target one group, or if we will take a multi-faced approach? Whatever is decided, reentry programs and jobs training would seem an important part of the strategy.

- **Question:** How does successful reentry affect next generations?
 - **Answer:** If a 35year old ex-offender successfully reenters the community, his 15 year old son and 2 year old grandson will not become involved in crime. The cycle is broken.

- **Question:** Is there a correlation between unemployment and crime?
 - **Answer:** Yes, there is certainly a correlation between unemployment and crime; however, a greater nexus seems to exist between education and crime. With a 65% drop out rate, the crime rate in East Palo Alto should be no surprise.

- **Question:** Have other funding sources been identified to help support crime prevention efforts?
 - **Answer:** This city has applied for a number of federal/state grants, including reentry grants. The Chief added that in 2007, East Palo Alto was a model for other cities because of the success of its reentry programs and services. We hope to continue building upon our previous successes and provide opportunities and resources to ensure that those community members returning home from prison will thrive.

Following the question and answer period, the facilitator resumed the floor, thanking Chief Davis for the wealth of information shared. He then invited Dr. Peter Ellis to come and share his presentation on the socio-economic conditions that contribute to East Palo Alto's crime rate.

Background Issues: Peter Ellis, Ph.D. Community Crime Prevention Associates

Dr. Ellis gave a two-part report – first, a review of relevant socio-economic and educational data and second, a review of the strategic plan template.

1. Socio-Economic Conditions

Dr. Ellis gave a presentation on socio-economic conditions in East Palo Alto. He distributed a report entitled “Our East Palo Alto Community: Social, Education and Economic Factors.” The report contained census data on economic/social patterns, educational data on local schools and other related data about the community. He also described existing programs and resources

being used to address these problems. Overall, the report by Dr. Ellis was largely focused on youth and highlighted the following information:

- School achievement/dropout rates
- Access to education
- Access to programs/services
- Achievement by grade level, ethnicity, gender
- Achievement gaps between Ravenswood City School District and neighboring districts
- Truancy and suspension rates

Discussion

Following the report by Dr. Ellis, the floor was open for discussion and the following questions were raised:

- **Question:** Are “Tinsley kids” being accounted for in the statistics on education? There are 400+ Tinsley kids, which represents about 10% of EPA’s school-aged youth. (Note: “Tinsley kids” are those EPA youth who opt out of Ravenswood School District to attend school in neighboring communities.)
 - **Answer:** No, the data does not take into account students in the Tinsley program. It has been a challenge getting data on EPA students from Sequoia Unified School District, or more accurately, the challenge has been not getting data specific to EPA students in the reports that have been provided. If accessible, data on the Tinsley program will gladly be incorporated to ensure a more accurate report.
- **Question:** How many kids are being suspended?
 - **Answer:** Certain discrepancies in data prevent us from getting an accurate picture.
- **Question:** What are the land use plans for vacant schools?
 - **Answer:** Councilmember Abrica noted that proposals are in the works that address land use and making school sites available for programs/services benefitting the community.
- **Question:** Does the data reflect any correlation between truancy and crime rates?
 - **Answer:** Chief Davis responded that, yes, intuitively, there is a connection between truancy and crime, though it is not explicitly stated in the data. It has been noted that truancy leads to dropouts, and dropouts certainly lead to increased crime rates.
- **Comment:** Bob Hoover offered reflections on 50 years of engagement in East Palo Alto, and noted that what will truly make this effort successful is a focus on family. If the needs of families and young children are addressed, we won’t be here 50 years from now having the same conversations. Family development should be viewed as a key strategy in the implementation of a community development plan.

2. Strategic Work Plan Template Walk-Through

After sharing data on socio-economic conditions and leading the subsequent discussion, Dr. Ellis reviewed the framework for the Measure C Violence Prevention Strategic Work Plan. To support this conversation, a diagram was distributed which outlined proposed Mission, Vision, Guiding Values, Strategic Goals and Outcomes. It was noted that content displayed in the diagram had been developed from community insights. Following the strategic plan walk-through, the facilitator thanked Dr. Ellis for his presentation. The group then took a 10 minute break.

Developing A Violence Prevention Strategic Work Plan: Omowale Satterwhite, Facilitator

The facilitator reconvened the group after a short break and provided context for the small group work that would soon commence. He noted that a group of individuals, aptly led by the mayor and vice-mayor, came together to design the retreat in a way that would accomplish the desired meeting outcomes.

The facilitator then asked Mayor Romero to provide additional insights about how the *draft* strategic planning template for EPA had been developed. Mayor Romero stated that a core group of people had met and brainstormed ideas to develop a working draft that could be used to guide the small group discussions.

Next, the facilitator described the small group process by (1) reviewing the strategic plan template; (2) defining key terms in the template (e.g., vision, mission, guiding principles and strategic goals); and (3) explaining that participants would be divided into the following three groups to review and develop recommendations (i.e., either accept or modify the draft text in the strategic plan template) for the Measure C Oversight Committee and City Council:

- Group One: Mission & Vision
- Group Two: Guiding Principles
- Group Three: Strategic Goals

Omowale then assigned each person to a group, asked each group to identify a facilitator and recorder and directed the three groups to their meeting rooms.

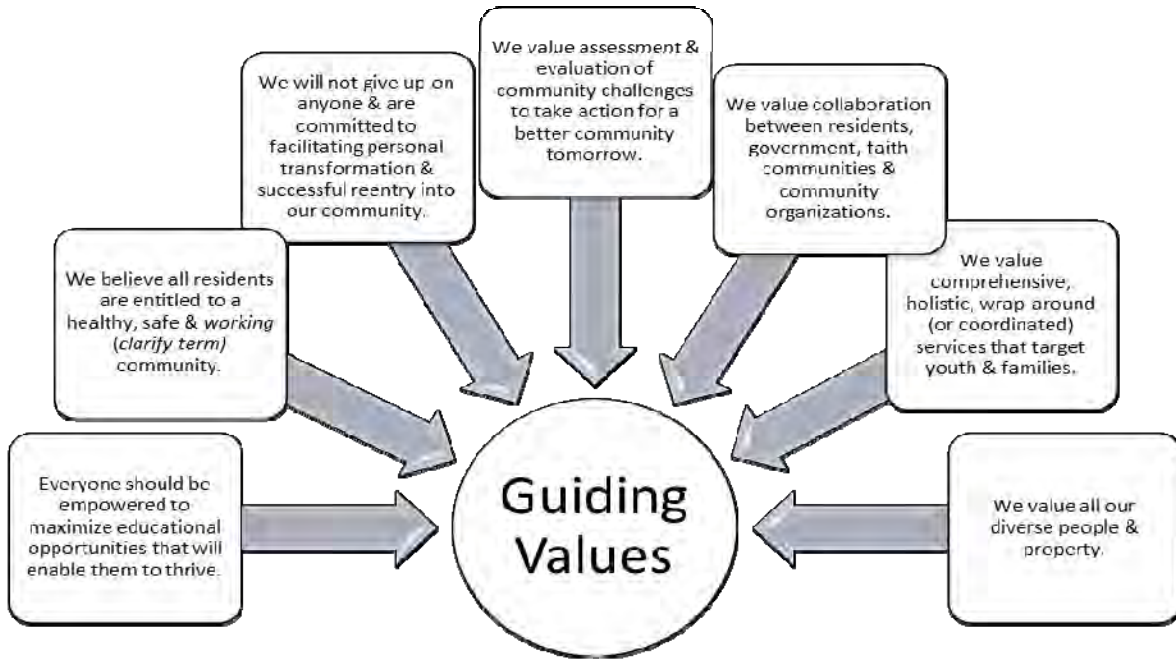
The small groups convened for an hour before breaking for lunch. After lunch, there was a plenary session during which each group reviewed its recommendations and rationale with the full group. All had the chance to listen and share feedback. After all the groups had presented, the results were compiled in the below diagram.

Mission

The community will work together to retain and enhance services and programs to prevent violence and crime in the City of East Palo Alto.

Vision

Sustaining an environment where neighborhoods are safe and families are free of violence and crime



Strategic Goals

Develop & implement a collaborative community policing, training, crime suppression & investigations strategy	Outreach, engage & provide services to high/at-risk youth, families & young adult populations	Expand youth prevention & early intervention care	Monitor & evaluate funded care to track progress & improvement	Develop seamless & integrated delivery system by funding components of a comprehensive plan or strategy	Develop & implement a capacity-building strategy working with high/at risk youth (choose term) youth & adults reentering our community	Break down silos that hinder success & overall goals.	Leverage Measure C funding to expand the available resources for strategic plan/strategy implementation
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Outcomes

Reduce Violence & Crime	Informed & Engaged Community	Well Developed & Effective Measure C Funded Care	Safe Schools, Community Areas & Neighborhoods
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Developing an Implementation Strategy Recommendation: Omo Satterwhite, Facilitator

The purpose of this session was to develop a recommendation(s) on the use of Measure C funds for the Oversight Committee and City Council. First, the facilitator asked the participants to form small groups to discuss six key questions posed by the retreat planning committee. The guide questions were:

1. Should funding be targeted to address specific violence prevention strategies?
2. What should be the target areas for Measure C funding if we were to fund strategies?
3. Should the city provide one-year or multi-year grants for targeted Measure C strategies?
4. Should we fund programs as part of violence prevention strategies or should we fund individual programs?
5. If the city opts to fund strategies, should some money be allotted to fund individual programs meeting Measure C criteria?
6. Should funding be based on performance and quantitatively based outcomes?

After the small group discussions, every participant was given five post-it dots and three 3 by 5 post-its sheets to vote their individual preferences to the above questions. The dots were used to record responses to questions 1, 3, 4, 5, and 6 and the post-it sheets to identify target strategy areas in question 2. Below are the results of the group polling process:

1. Should funding be targeted to address specific violence prevention strategies?
Results: Yes: 20 (95%); No: 1 (5%)
2. What should be the target areas for Measure C funding if we were to fund strategies?
Results:
 - Education
 - Increase high school graduation rates
 - High school dropout rate
 - Focus on suspended students
 - Education quality improvement
 - Reentry
 - Education on how to “cope” for reentry individuals
 - Re-entry strategies for incarcerated or suspended youth
 - Parolees
 - Reentry
 - Re-entry of ex-offenders
 - Re-entry programs for youth
 - Re-entry (Adults & Youth)
 - Educating our youth & re-entrees (ex-convicts)
 - Gangs
 - Gang intervention
 - Gang intervention
 - Gang prevention
 - Parent training (i.e. gang awareness & reducing gang involvement by their kids)

- Family Services
 - Parenting education
 - Financial literacy & financial capability (youth & family)
 - Case management to coordinate and help navigate community resources
 - Family counseling
 - Teen employment opportunities
 - Age Groups
 - Target youth ages 10-18 years old
 - Grade 5-12 at risk youth intervention
 - Childhood Development
 - Education for elementary school age
 - Elementary age intervention and educational enrichment
 - Youth Services
 - Life skills and prevention strategies for younger students (middle school)
 - Social recreation activities for high risk youth
 - Teen volunteer opportunities
 - Youth programs
 - Night & weekend program options
 - Youth should be tracked
 - Transitional/bridge programs for failing students (Grades: 5, 8, 12)
 - Youth that don't do well in other programs
 - Youth that are referred by other programs in the community
 - Youth support groups that use cognitive strategies to change behavior
 - Peer educator program that works with violence prevention
 - One year Job readiness program. Outcome should be measured by whether youth get a jobs.
 - General
 - Family & youth development
 - Youth development
 - Youth/family development
 - Holistic families
 - "Cradle to Career"
 - Services for youth & adults
 - Measureable outcomes
3. Should the city provide one-year or multi-year grants for targeted Measure C strategies?
Results: Multi-year: 20 (95%); One-year: 1 (5%)
4. Should we fund programs as part of violence prevention strategies or should we fund individual programs? **Results:** Strategies: 21 (100%); Individual programs: 0 (0%)
5. If the city opts to fund strategies, should some money be allotted to fund individual programs meeting measure criteria? **Results:** Yes: 14 (67%); No: 7 (33%)
6. Should funding be based on performance and quantitatively based outcomes?
Results: Yes: 21 (100%); No: 0 (0%)

Summary of the Days' Outcomes: Omowale Satterwhite, Facilitator

The facilitator gave a recap of the day's activities and outcomes, noting that participants been provided information about Measure C, crime statistics and socio-economic data on East Palo Alto; had completed a strategic plan template with a high degree of overall consensus; and developed a specific implementation strategy recommendation for consideration by the Measure C Oversight Committee and the City Council. He invited the group to *honor the work* by celebrating the day's accomplishments and then relinquished the floor to Mayor Romero and Martinez for closing statements.

Next Steps and Closing Remarks: Mayor Carlos Romero and Vice Mayor Laura Martinez

Mayor Carlos Romero gave a brief overview of the next steps in the Measure C planning process.

- Information from today's retreat will be distributed electronically.
- Requests for a follow up retreat will be honored and plans discussed at the Council meeting on 7/26/11.
 - (Larry Moody: Possible retreat space at Stanford University the 1st weekend in September; Mayor Romero: DLA Piper is another possible location)
- The community will be able to get an update and provide additional input about Measure C at Tuesday's Council meeting.
- Tuesday will be the last opportunity to discuss such matters prior to the Council's break for the month of August.

Vice Mayor Laura Martinez expressed her pleasure with the retreat outcomes, congratulated everyone for a productive session, thanked the facilitator and adjourned the meeting.

ADJOURNMENT at 2:00 PM.