



City of San Diego CalGRIP-II Project: Evaluation Report

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Grace Mino, M.A.
Liz Doroski
Sandy Keaton, M.A.
Cynthia Burke, Ph.D.



401 B Street
Suite 800
San Diego, CA 92101
(619) 699-1900

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INTRODUCTION

Scope of Problem

The impact of gangs and crimes in local communities has long been studied by law enforcement and researchers. Gang activities such as vandalism, graffiti, drug sales, and violence impact all facets of a community (Howell, 2006). According to the National Gang Intelligence Center, gangs in the United States continue to grow by forming associations with other criminal networks, expanding their roles in drug sales and distribution, and using new technology to advance their criminal operations (National Gang Intelligence Center, 2012). The City of San Diego is no stranger to gangs and criminal activity. San Diego is the second largest city in California (California Department of Finance, 2012) and shares the world's busiest port of entry with Tijuana, Mexico. At the time when San Diego applied for the CalGRIP-II grant in 2010, there were 3,973 documented gang members within the County (Commission of Gang Prevention and Intervention, 2010). The number of documented gang members is alarming considering the National Gang Intelligence Center has attributed gangs to an increase in violent crime (National Gang Intelligence Center, 2012). This is true in the City of San Diego where there were 9 gang related homicides in 2011 compared to 5 total gang-related deaths in 2010 (Burke, 2012).

Background

In order to address gang violence in California, the Governor's Office of Gang and Youth Violence Policy spearheaded a comprehensive initiative for local communities to reduce gang violence.

Report Highlights

- Coming off the success of the first CalGRIP grant from 2008 to 2010, the San Diego Police Department (SDPD) was awarded a second grant in 2010 to implement a second Cal-GRIP project to expand the serviced areas, increase the number of recreation centers and youth served, and provide a wider range of community-based youth activities.
- The City of San Diego Park and Recreation Department extended Friday night operation hours from 6 to 9 p.m. at five recreation centers in the target areas (City Heights, Encanto, Memorial, Mountain View, and Southcrest) during the summer months.
- Youth who visited the centers were 14 years old on average, mostly male, lived within walking distance from the center, and were frequent visitors to the rec centers.
- More than four-fifths (89%) of youth surveyed reported that they were "very" or "somewhat" satisfied with the rec center activities.
- Intervention services were administered by United Methodist Urban Ministry (Metro), which provided case management to a total of 43 at-risk youth.
- A higher proportion of youth had improved perceptions about police officers after participating in the CalGRIP-II project.
- SDPD experienced an increase in the number of field interviews and arrests within a half-mile of the rec centers, and there were decreases in violent crime in the vicinity of three of the five rec centers at the end of the Cal-GRIP project.

The California Gang Reduction Intervention and Prevention (CalGRIP) initiative combined state and federal dollars to fund prevention, intervention, and suppression activities in local communities around the state. In 2008, the San Diego Police Department (SDPD), in partnership with the San Diego Commission on Gang Prevention and Intervention, was successful in their submission of a CalGRIP grant application. The purpose of that initial project was to implement a continuum of services from prevention to suppression in communities with high rates of gang violence. That original project and the evaluation were completed in 2010. Outcomes gathered from CalGRIP-I showed that the project was well received by program participants and that gang crime decreased around the three targeted areas. Building on the success of CalGRIP-I, SDPD and its partner agencies applied for and were selected to implement a second CalGRIP grant in 2011. The approach of the CalGRIP-II grant were to expand the service areas from three to five, increase the number of recreation centers and youth served, provide a wider range of community-based youth activities, and decrease gang-related crime within SDPD's Central, Southeastern, and Mid-City Divisions. As one of the partners in the first endeavor, the San Diego Association of Governments (SANDAG) Criminal Justice Research Division was tasked with documenting the outcomes of the second project.

Target Population

The CalGRIP-II project focused on at-risk youth ages 10-19 years old residing in five neighborhoods (Southcrest, Memorial, Encanto, Mountain View, and City Heights) located in San Diego's Central, Southeast, and Mid-City police jurisdictions. The target areas are racially and ethnically diverse compared to San Diego County overall. The racial/ethnic breakdown for 10–19 year olds in these target areas is 64 percent Hispanic, 17 percent other races, 13 percent African-American, and 7 percent White. In comparison, the San Diego region ethnic breakdown of 10–19 year olds is 44 percent Hispanic, 35 percent White, 16 percent other races, and 5 percent African-American (SANDAG, 2012). There are 58 neighborhoods within these three areas, which are characterized as having residents of low socio-economic status and high rates of unemployment or

underemployment, and higher crime rates than the city as a whole. These neighborhoods are also home to some of the most established gangs in the City of San Diego involving over 1,000 members.

Partners

San Diego Police Department

SDPD was the lead agency for the execution of the CalGRIP-II grant and has a long history of actively partnering with the community by participating on task forces and commissions, as well as supporting the work of community-based organizations (CBOs). Additionally, the SDPD frequently partners with local, state, and federal law enforcement agencies to leverage resources and intelligence in crime reduction efforts, a strategy that has been effective in addressing gang violence and proliferation in the City of San Diego.

City of San Diego Park and Recreation

As with the CalGRIP-I project, the City of San Diego Park and Recreation Department (Park and Rec) partnered with the SDPD in the CalGRIP-II project. Park and Rec operates and maintains 55 recreation centers throughout the City of San Diego. Funds were utilized to extend the hours of Park and Rec centers located in four of the target areas (City Heights, Encanto, Memorial, and Southcrest) between May and September 2011. A fifth rec center in the community of Mountain View was added in the summer of 2012. These five rec centers extended their hours from 6 to 9 p.m. on Friday evenings to provide a safe place for youth to engage in extracurricular activities and field trips to local amusement parks and sporting events.

United Methodist Urban Ministry (Metro)

United Methodist Urban Ministry (Metro) is the social services arm of the United Methodist churches in San Diego and Imperial Counties. Metro utilizes a systems-based approach that includes the youth, family, community, and local churches to work together. Metro focuses on providing services that are transformative by moving individuals and families from positions of vulnerability to independence.

Advisory Council

As with the first CalGRIP project in 2010, the City of San Diego Commission on Gang Prevention and Intervention (“Commission”) served as the Advisory Committee for the CalGRIP-II project. Commission staff facilitated project meetings, directed the CalGRIP strategies, and received regular project updates from the SDPD and SANDAG.

San Diego Association of Governments

The San Diego Association of Governments’ (SANDAG) Criminal Justice Research Division is the Clearinghouse for crime and arrest data in the San Diego region for more than 30 years and has conducted analyses and program evaluations of public safety and public health projects throughout the region working with a wide variety of partners. Because of SANDAG’s previous experience with the CalGRIP-I grant, they were invited to evaluate the second project, including analyzing and summarizing the outcomes of CalGRIP-II.

Program Description

Prevention Services: Local research has found that when former and current gang members/associates were asked what motivated them to join or associate with a gang, the vast majority gave the reason that their friends were members or associates (Burke, 2012). As such, CalGRIP-II prevention efforts focused on providing a safe and engaging place for at-risk youth to go with their friends as a pro-social alternative to gang association or criminal behavior. This program design was informed by results from CalGRIP-I, in which participating youth reported high levels of satisfaction with the rec center services and over half stated that if not for the rec centers they would be hanging out in the neighborhood or at a friend’s house. As mentioned earlier, the rec centers are located in neighborhoods with a high incidence of gang activity; therefore, to further prevent youth from gang exposure while attending the rec centers, SDPD again provided additional police patrols in the vicinity of each rec center during the extended hours of 6 and 9 p.m.

Intervention Services: Metro’s primary role in this project was to provide services to divert at-risk youth from participating in any delinquency or gang involvement. At-risk youth were referred to Metro by SDPD’s Juvenile Service Team (JST) and Gang Intervention Officer (GIO), local schools, Probation, and Park and Rec staff. Metro conducted intake and exit assessments with youth, provided case management, and made referrals to appropriate services based on the assessments.

Suppression Activities: The enforcement component of the project centered on intelligence-led policing by targeting high-profile gang members and gang activity in the project areas. To accomplish this, SDPD’s existing crime analyst used technology to organize the vast amount of available information (e.g., field contacts, arrests, and probation and parole searches) to identify patterns, hot spots, and linkages. This information was then used by the SDPD’s Gang Unit to direct suppression operations. These strategies are described in greater detail in the Suppression section of this report.

METHODOLOGY

Evaluation Purpose

The overall purpose of San Diego’s CalGRIP-II project was to prevent at-risk youth from participating in gang activity and to reduce gang crime in the targeted areas by providing the stated prevention and intervention services. To track the services delivered and outcomes achieved, SANDAG worked closely with project partners to use and refine existing documenting systems and data collection instruments developed for the CalGRIP-I project, and then analyzed and summarized the information. Throughout the report, there will be references between outcomes of CalGRIP-I and CalGRIP-II and it must be noted that these are not direct comparisons because of the differences in sampling and populations. Due to the limitations in resources for the evaluation, a sample of convenience was used for the surveys. There also were differences in populations due to the addition of two recreation centers (one which was in the Central jurisdiction that did not participate in CalGRIP-I).

Data Collection Process

To minimize resources used for the evaluation (and thereby allow a greater amount to be allocated for implementation), program staff collected most of the data, entered the data into an Excel database, and sent the data to SANDAG. To a lesser degree, SANDAG was given completed data collection forms to enter. The following section describes the project evaluation research questions and the data sources used to answer each question.

PREVENTION SERVICES

How many additional targeted youth were served due to the increased service capacity?

Data Source

Park and Rec Sign-in Log: A sign-in sheet was used to track the number, age, and gender of youth attending the rec centers during the extended hours. Each youth signature was given a unique identification number and the names were destroyed to preserve confidentiality.

As noted previously, Park and Rec provided extended hours on Friday evenings at five rec centers located in the target areas: Memorial, Mountain View, Southcrest, City Heights, and Encanto. During the period of May 2011 to October 2012, there was a total of 13,015 visits from youth, with City Heights having the largest proportion (4,402), followed by Encanto (2,802), Southcrest (2,552), Mountain View (1,677), and Memorial (1,582) (Table 1). By adding City Heights and Encanto to CalGRIP-II, there was a 144 percent increase in the number of visits compared to CalGRIP-I (not shown).

Table 1
CITY HEIGHTS REC CENTER HAD THE GREATEST PROPORTION OF VISITORS IN CALGRIP-II

	CalGRIP I	CalGRIP II
City Heights	N/A	4,402
Encanto	N/A	2,802
Memorial	1,548	1,582
Mountain View*	1,601	1,677
Southcrest	2,189	2,552
TOTAL	5,339	13,015

*NOTE: Mountain View was added in the summer of 2012 in CalGRIP-II. Cases with missing information not included.

SOURCE: Park and Recreation sign-in sheets, 2012

On average these youth were 13.9 years old ($SD=2.0$, range 11-19) with those at Mountain View being slightly older (14.73, $SD=1.99$) than those attending Southcrest (14.47, $SD=1.95$), Memorial (13.68, $SD=2.09$), Encanto (13.54, $SD=1.86$), and City Heights (13.43, $SD=1.88$)¹ (not shown). Overall, just under two-thirds (63%) of attendees were male, ranging from 56 percent at Encanto to 70 percent at Memorial (not shown). These data are consistent with CalGRIP-I's goal of engaging younger youth in pro-social activities. Research has shown that gang association starts in early adolescence (i.e., 12 to 13 years of age) and progresses to membership as the youth ages (Curry, Decker, & Eagley, Jr., 2002). Given the lag between gang association and membership, the Park and Rec prevention activities reached the appropriate age population of at-risk youth.

¹ Average age is based on those attendees that were 19 years or younger. There were 87 visits by attendees over 20 years old and 2,306 visits by attendees below the age of 10 years old.

What was the level of satisfaction of youth with the increased service hours and enhancement activities?

Data Source

Satisfaction Survey: To explore youth satisfaction with rec center activities during the extended hours, the satisfaction survey used in the CalGRIP-I project was modified and administered in CalGRIP-II. Specifically, questions were asked that gauged the youths' level of satisfaction with the staff and activities. The survey also included questions about how youth got to the center, their opinion about gangs, and their perception of safety at the center, as well as the surrounding neighborhood. The surveys were distributed to each youth who attended any of the five centers each Friday evening during the month of June 2012². There were 460 completed satisfaction surveys, with the greatest proportion from Encanto (32%), followed by Southcrest (30%), Mountain View (19%), Memorial (15%), and City Heights (4%) (not shown). Because it was not possible to conduct a random sample, the survey respondents were compared to overall population of youth who attended. The analysis showed some differences, with the respondents being slightly older (14.05, $SD=2.13$) than the general population who attended on Friday nights (13.85). There was a larger proportion of females (45%) who completed the survey compared to the population who visited the rec centers (37%), with the exception of Mountain View which had nearly three-quarters of respondents being male (74%) (not shown).

The survey also assessed the respondent's level of participation in center activities. Questions that explored this area included how respondents heard about the extended hours, how often they attended, and what they would be doing if they were not at the center during the extended hours. Regarding how they heard about the extended hours, more than half (51%) said through his/her friend, followed by those who said while at the center during normal hours (37%), by a family member (27%), at school (15%),

from another source (9%), or at church (2%) (Table 2). These results are not surprising given the large influence friends have on their peers and since most respondents were regular attendees at the centers.

Table 2
RESPONDENTS MOST OFTEN HEARD ABOUT EXTENDED HOURS THROUGH FRIENDS

Respondents heard about the extended hours from ...	
friends	51%
while at the center	37%
family	27%
school	15%
another source	9%
church	2%
TOTAL	459

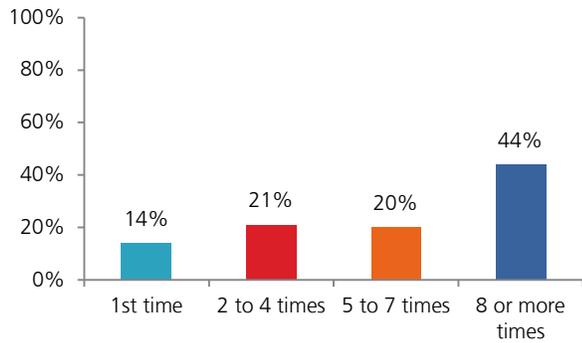
NOTE: Cases with missing information are not included. Percentages are based on multiple responses.

SOURCE: Park and Recreation participant survey, 2012

Similar to CalGRIP-I, 86 percent of the survey respondents said they had previously visited the center during its normal hours and attended the center during extended hours on Friday evenings (not shown). Respondents were also regular visitors, with more than two in five (44%) going to the center 8 or more times during extended hours, around one-fifth each visiting 2 to 4 times (21%) or 5 to 7 times (20%), and 14 percent visiting for the first time (Figure 1). This frequency of returning youth shows that they were utilizing the opportunity of the extended hours.

² Although youth were to complete only one survey each, duplication is possible since no identifying information was gathered by staff administering the surveys.

Figure 1
RESPONDENTS WERE FREQUENT USERS OF THE CENTERS



TOTAL = 453

NOTE: Cases with missing information not included. Percentages do not equal 100 due to rounding.

SOURCE: Park and Recreation participant survey, 2012

As part of CalGRIP-II’s goal of providing youth pro-social alternatives and opportunities to bond with adults, a variety of recreational programming was offered at the rec centers only during the extended Friday night hours. These programs had to rotate throughout all five recreation centers and were conducted in a small group setting; therefore not all youth were able to participate in all the activities. Programs included: spray paint art, disc-jockey (DJ) instruction, skateboard painting, choreographed dance, movie nights, and field trips to an amusement park and Padres baseball games. When participants were asked to select the top three rec center activities they most liked, the most common responses were playing basketball (55%), meeting with friends (45%), and talk with staff (29%) (Table 3).

Table 3
RESPONDENTS ENJOYED A VARIETY OF ACTIVITIES WHILE AT THE CENTERS

While at the center respondents liked ...	
playing basketball	55%
meeting with friends	45%
talking with staff	29%
dancing	27%
playing foosball	26%
doing arts and crafts	25%
playing volleyball	24%
watching movies	17%
playing softball with staff	14%
participating in other activities	16%
TOTAL	458

NOTE: Cases with missing information not included. Percentages based on multiple responses.

SOURCE: Park and Recreation participant survey, 2012

When the youth were asked to rank their level of satisfaction with the activities at the rec centers, almost nine out of ten respondents (89%) said they were “very” or “somewhat” satisfied (not shown). This satisfaction level somewhat varied among centers, with over four-fifths each stating they were “very” or “somewhat” satisfied at Southcrest (92%), Memorial (90%), Mountain View and Encanto (85%), and City Heights (83%) (not shown).

As previously mentioned, the goals of the extended hours at the rec centers was to provide a safe alternative for youth and their friends in the neighborhood. Therefore, the survey asked where youth might be if they were not at the center. Two-thirds (62%) of respondents said they would be at home, but more than two-fifths said they would be at a friend’s house (44%) and nearly one-third said they’d be “hanging out” in the neighborhood (30%) (Table 4). These results reveal how important the extended hours are at the rec center for these youth. The fact that they would be “hanging out” in the neighborhood is an important factor to consider since the target areas are known for high gang crime

activity. The goals were not only to support youth dissenting from delinquency but also to protect them from becoming victims.

Table 4
AROUND THREE-QUARTERS OF RESPONDENTS
WOULD BE HANGING OUT IN THE
NEIGHBORHOOD OR A FRIEND’S HOUSE IF NOT
AT THE CENTER

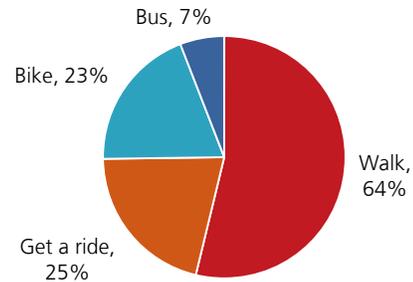
If not at the center, respondents would be...	
home	62%
at a friend’s house	44%
hanging out in the neighborhood	30%
at the mall	23%
at the movies	19%
someplace else (other)	5%
TOTAL	442

NOTE: Cases with missing information not included. Percentages based on multiple responses.

SOURCE: Park and Recreation participant survey, 2012

The data gathered in CalGRIP-I revealed that youth who lived within walking distance of one of the participating rec centers were more likely to attend that particular center, results that were also realized in the CalGRIP-II project. Around one-third each of the respondents reported that they lived five or more blocks (39%), three to four blocks (31%), or one to two blocks (30%) from the rec center that they attended (not shown). As expected, when the youth were asked how they got to the center, most stated they walked (64%), with the remainder saying they got a ride by car (25%), rode their bike (23%), or took the bus (7%) (Figure 2). This information is important for several reasons. First, since it was anticipated that youth would be walking to and from the center, the extended hours ended at 9 p.m. to avoid any curfew issues. Second, since safety was a major priority for the project partners, and because youth travelled to and from the center at night, there was additional police presence at and around each center.

Figure 2
THE MAJORITY OF YOUTH WALKED TO THE
CENTER IN THEIR AREA



TOTAL = 451

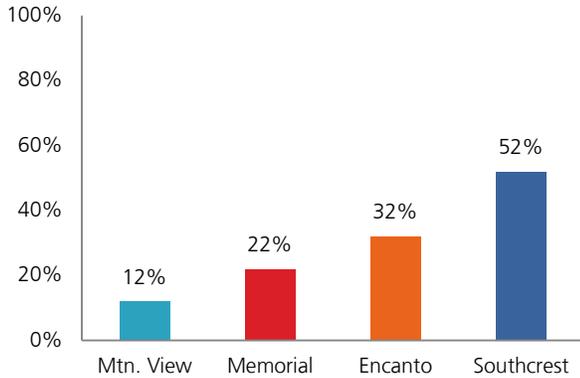
NOTE: Cases with missing information not included. Percentages based on multiple responses.

SOURCE: Park and Recreation participant survey, 2012

Since the safety of youth attending the rec centers was a priority, the survey included questions regarding how safe youth felt traveling to and from the center, and while at the center. Of the youth that said they walked or rode their bike, 88 percent youth reported they felt safe travelling to and from the center and almost all (95%) said they felt safe while at the center (not shown).

Another component in measuring safety was exploring youth perceptions on gangs in their community. Specifically, respondents were asked how worried they were about gangs in their neighborhood, and over two-thirds (67%) said they were either “not at all worried” or “not very worried.” However, further analysis revealed that when comparing the rec centers (with the exception of City Heights, which did not have enough respondents sufficient for analysis), almost half (52%) of participants at Southcrest stated they were “kind of worried” or “very worried” about gangs in their neighborhood, compared to Encanto (32%), Memorial (22%), and Mountain View (12%) (Figure 3).

Figure 3
SOUTHCREST AND ENCANTO YOUTH WERE WORRIED ABOUT GANGS IN THEIR NEIGHBORHOOD



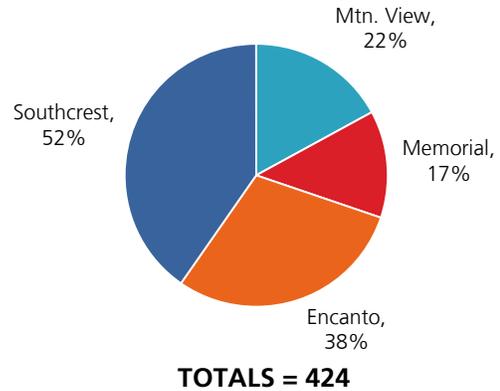
TOTALS: 418

NOTE: City Heights was excluded from the analysis due to the small number of respondents to this question. Cases with missing information not included. "Worried about gangs" includes "somewhat worried" and "very worried."

SOURCE: Park and Recreation Participant Survey, 2012

This discrepancy in Southcrest participants feeling less safe at the center may have a basis in a particular incident that occurred during the project. As explained by the SDPD GIO, on one of the Friday night events at Southcrest, a gang member, who was fleeing police officers, ran through the rec center and a firearm was discarded in the rec center bathroom. Because this incident was witnessed by rec center participants, it may have impacted their feelings of safety and gang activity. When further analyzing the data, there were differences by gender regarding concerns about gang activity, with more females than males that said they were worried about gangs (38% and 28%, respectively) (not shown).

Figure 4
SOUTHCREST PARTICIPANTS THINK GANGS ARE A PROBLEM



NOTE: City Heights was excluded from the analysis due to the small number of respondents to this question. Cases with missing information not included. "Gangs are a problem" includes "somewhat serious" and "very serious."

SOURCE: Park and Recreation Participant Survey, 2012

When participants were asked if they felt gangs were a problem in their neighborhood, around two-thirds (64%) did not think gangs in their neighborhood were "a very serious problem" or "a problem at all" (not shown). But further analysis revealed in Figure 4, showed that more than half of the participants (52%) in Southcrest did think gangs were a problem, followed by Encanto (38%), Mountain View (22%), and Memorial (17%).

While some youth were worried about gangs and thought they were a problem in the neighborhood, they still felt safe traveling to get to the center. This disconnect warrants further exploration to learn more about the perceived impact gangs have in the neighborhood, as well as how entrenched gangs may be. That is, youth and their families may be friends and neighbors with gang members and therefore do not perceive them as an immediate threat. Local research with self-reported arrestees that were ever affiliated with gangs, either through membership or association, said their neighbors "didn't care" or were in favor of gangs to some degree (39%) (Burke, 2012).

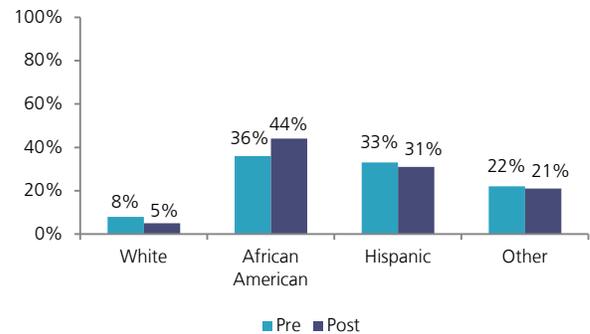
How did interacting with police at the recreation centers impact a youth’s perception and attitude towards police?

Data Source

Police Pre- and Post-Perception Surveys: Research staff created pre- and post-police perception surveys with input from project partners. Park and Rec staff distributed the surveys to youth, collected completed surveys, and submitted them to SANDAG. The purpose of the surveys was to measure youth attitudes and perceptions of police officers pre- and post-participation in the CalGRIP-II program. This was a new component to the project that enhanced the evaluation for CalGRIP-II by providing insight of youth perceptions on police officers in their community. Due to limited funding and resources, pre-and post-surveys were not matched because of the similarity in population characteristics (i.e. gender, age, and ethnicity) between both groups, the results are generalizable.

The pre-survey was conducted in July 2011 and the post-perception survey was conducted one year later in July 2012. Surveys were distributed at City Heights, Encanto, Memorial, and Southcrest. The Mountain View rec center was not included because it was not included in the program until the summer of 2012. There were 206 pre-surveys and 227 post-surveys completed. Figure 5 shows that more than two-fifths of post-survey respondents were African-American (44%), followed by Hispanic (31%), other races (21%), and White (5%).

Figure 5
MORE THAN TWO-FIFTHS OF POST-PERCEPTION SURVEY RESPONDENTS WERE AFRICAN-AMERICAN



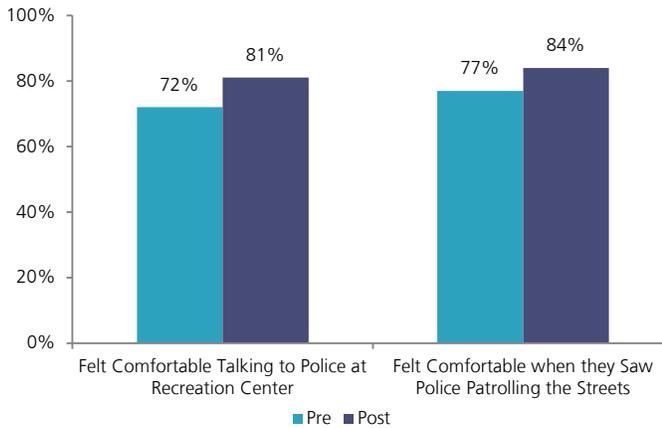
TOTALS = 206-227

NOTE: Cases with missing information not included. Percentages do not equal 100 due to rounding.

SOURCE: SANDAG Pre- and Post-Police Perception Surveys, 2012

Research has revealed that juveniles typically have less favorable perceptions of police officers than adults. Among youth, there are marked differences among racial/ethnic groups, with African-Americans and Hispanics having less favorable perceptions of police officers in their community than Whites or those from other races/ethnicities (Taylor, Turner, Esenbenson, & Winfree, 2001). With the CalGRIP-II grant, SDPD officers sought to improve relationships with the community by teaching cooking and self-defense classes, participating in the team sports with youth, helping organize barbeques for youth and their families, and purchasing a large inflatable movie projector that was shared among the rec centers for outdoor movie nights. After one year of participation in the CalGRIP-II program, analysis revealed a slightly higher proportion of respondents were comfortable talking to police officers at the rec centers (72% to 81%, respectively) and more comfortable when they saw the police patrolling the streets (77% to 84%, respectively) (Figure 6). With these results in mind, it is important to note that during this period, SDPD provided extra patrolling and presence during the extended hours and the results could have been negatively impacted due to the increased enforcement presence.

Figure 6
MORE RESPONDENTS FELT COMFORTABLE WITH POLICE AT PROGRAM COMPLETION



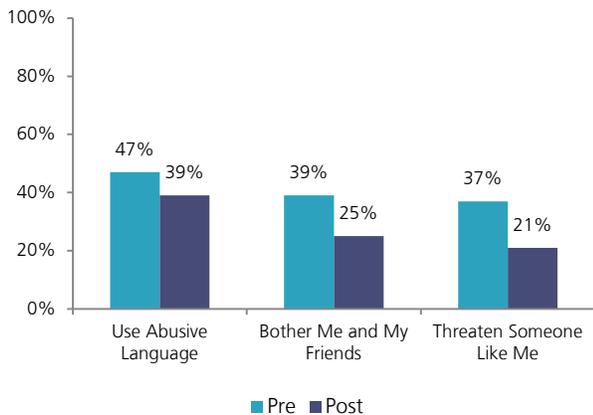
TOTALS = 206 - 227

NOTE: Cases with missing information not included.

SOURCE: SANDAG Pre- and Post-Police Perception Surveys, 2012

Additionally, fewer youth reported in the post-survey that they felt police used abusive language towards people like them (47% versus 39%), bothered them or their friends (39% versus 25%), or threatened someone like them (37% versus 21%) (Figure 7). Finally, nearly all of the respondents in the post-perception survey felt that the police in their community respected people like them (94% versus 87%) (not shown).

Figure 7
POST-PERCEPTION SURVEYS SHOWED FEWER YOUTH FELT POLICE ACTED NEGATIVELY



TOTALS = 206-227

NOTE: Cases with missing information not included.

SOURCE: SANDAG Pre- and Post-Police Perception Surveys, 2012

The results from the CalGRIP-II pre- and post-police perception studies are consistent with previous studies emphasizing that positive police contact can influence, for the better, youth attitudes and perceptions of police officers (Rusinko, Johnson, & Hornung, 1978).

INTERVENTION SERVICES

What were the characteristics of youth who received case management services from Metro?

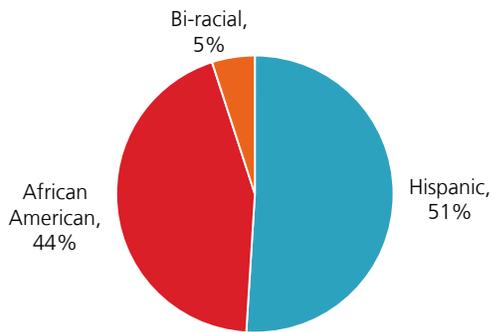
Data Source

Metro Intake and Exit Form: After entering intake and exit data into Excel, Metro staff sent the data to SANDAG for analysis. These data were used to document the characteristics of youth who entered the program, including their needs at intake and exit status upon program completion.

Treatment Tracking Form: SANDAG created an Excel form for Metro staff to enter treatment data in order to track the services received while in the program. Information on the amount and type of contact, client's needs, number of referrals, and outcome of referrals was collected. These data were sent to SANDAG via email on a quarterly basis for analysis.

As previously mentioned, Metro's primary role in this project was to provide services to divert at-risk youth from participating in any delinquency or gang involvement. At-risk youth were referred to Metro by SDPD's Juvenile Service Team (JST) and Gang Intervention Officer (GIO), local schools, Probation, and Park and Rec staff. Between August 2011 and September 2012, 43 youth were enrolled in Metro's programming. The majority of these 43 participants were referred by rec center staff (37%), followed by Metro staff (30%), SDPD (16%), or another entity (e.g., schools or community-based organizations) (16%). Regarding gender and ethnicity, more males (65%) than females (35%) enrolled in the program (not shown); and around half the participants were Hispanic (51%), 44 percent were African-American, and 5 percent identified as bi-racial (Figure 8). Keeping with the goal of the grant, which was to serve gang exposed and gang involved youth, all (100%) participants reported being exposed to gangs and nearly half (49%) reported being involved with gangs.

Figure 8
MAJORITY OF YOUTH RECEIVING INTERVENTION SERVICES WERE HISPANIC



TOTAL = 43

SOURCE: Metro Intake form

The majority of youth at program intake were enrolled in school (88%) and living in a stable housing situation (81%) that was headed by a single mother (72%), with an average of 4.6 people in the household, and an average monthly household income of \$1,468 (SD =\$1,091.04, range=\$0- \$4,100). Additionally, approximately one in every ten (12%) youth reported having a family member in jail (not shown).

What type of Metro services did participants receive, and how frequently did they meet with their case manager?

As described earlier, youth were teamed with a case manager who helped guide the youth in completing his/her case plan; however Metro was not responsible for helping youth connect with appropriate services in the community. During case management meetings, staff assessed the youth’s needs and determined the appropriate type of referral(s). The youth met with his/her case manager both in person (61%) and by phone (39%) at least once or twice for an average of 49.08 minutes (SD =16.97, range=15 to 90 minutes) and were in the program for an average of 258 days (SD =151.01, range=52 to 418 days) (not shown). Academic assistance (i.e., tutoring) was identified as the need most often required for youth at intake (63%), followed by mentoring services (51%), and food and/or clothing (30%). Other needs participants had at intake included housing (16%), employment

(14%), health resources (7%), and wraparound services (5%) (Table 5).

Table 5
TWO OUT OF THREE YOUTH NEEDED ACADEMIC ASSISTANCE AT INTAKE

Need at intake	Percent Needed
Academic assistance	63%
Mentoring	51%
Food/clothing	30%
Housing	16%
Employment	14%
Health services	7%
Wraparound services	5%
TOTAL	43

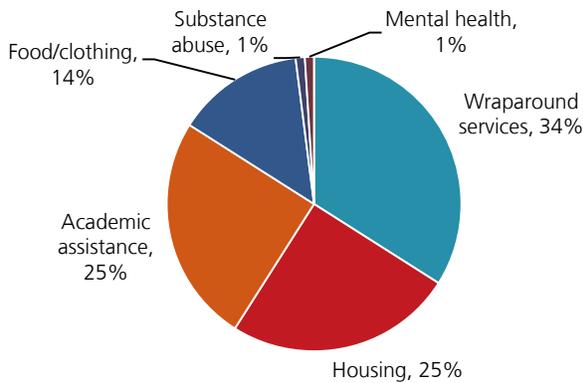
NOTES: Cases with missing information not included. Percentages based on multiple responses.

SOURCE: Metro Intake Form, 2012

How successful was the project in linking youth and families to community services, and what was the outcome of the service linkages?

A total of 43 youth were screened by Metro at intake for services which included an assessment, case management, and referrals to outside service providers. Of these 43 youth, 42 (or 98%) received a referral to services. Among the 42 youth who received a referral, a total of 97 referrals were made, more than a third (34%) of which were to wraparound services (e.g. assistance with personal development, education, and cultivating supportive relationships), 25 percent each to academic assistance and housing, 14 percent to food or clothing services, and 1 percent each to substance abuse treatment or mental health treatment (Figure 9). The necessity for more accurate assessment of needs at intake is recommended to ensure that all youth are receiving the appropriate services to help them and their families.

Figure 9
MORE THAN A THIRD OF REFERRALS WERE FOR WRAPAROUND SERVICES



Total=97

NOTES: Cases with missing information not included.

SOURCE: Metro Treatment Tracking Form

The majority of participants followed through by contacting the referred agency. Specifically, over two-thirds (68%) of the youth who received a referral made and attended an appointment, around one-fourth (23%) called and were placed on a waiting list, and fewer than one in ten (9%) had no contact with the referred program (Table 6).

Table 6
MORE THAN TWO THIRDS OF THE REFFERALS RESULTED IN AN APPOINTMENT

Outcome of Referrals	
Made and attended an appointment	68%
Called and placed on a waiting list	23%
No contact	9%
TOTAL	97

NOTES: Cases with missing information not included.

SOURCE: Metro Treatment Tracking Form

At program exit, all youth (100% each) completed their planned service, had stable housing, were currently enrolled in school, and had a positive exit status. To gauge overall satisfaction, at program exit youth were asked to complete a customer satisfaction questionnaire (CSQ) in regard to the programming that they received. There were 22 youth who

completed the questionnaire, with 19 stating their family has benefited from the services, 11 that they were “very satisfied” with the amount of help received, and 10 that said the quality of the services received was “excellent” (not shown).

How did the youth’s attitudes towards gangs and gang involvement change after completing the program?

Data Source

Gang Assessment: To supplement information compiled by Metro and Park and Rec staff, SANDAG created an instrument regarding youth perception of gangs. Metro administered the assessment at program exit and entered the data into an Excel form. The assessment captured the client perception on gangs, whether the clients/their friends were active gang members/associates, and their reasons for joining or hanging out with a gang. Data were sent to SANDAG on a quarterly basis for analysis.

A review of the assessment data shows that although the vast majority of youth were not involved in a gang (88%) at the time of the assessment, their lives were influenced by gangs. Specifically, over half had friends that belonged to or associated with gangs (53%) and 81 percent felt gangs were a problem in their community. Respondents offered the top three causes for gang problems in their community, and the most common responses included poverty (53%), having family or friends in gangs (42%), and family problems (33%). Of the 43 youth assessed, only five (12%) said they were currently in a gang, all of whom were male (5) and nearly all Hispanic (4). When asked why they joined the gang, 3 out of the 5 agreed that they joined for protection or respect and also agreed that being in the gang offers them a sense of “family,” as well as a good way to make money. Four out of the five gang-affiliated youth felt they could not disengage from the gang on their own, and moving away from the neighborhood was the most common response to the question of how they could stop being in the gang (3 out of 5) (not shown). These results suggest that additional intervention efforts are needed to help extricate gang-involved youth from the gang lifestyle.

SUPPRESSION

How many and what type of suppression operations were conducted and when were they conducted?

Data Source

SDPD Gang Intervention Officer and Crime Analyst: Over the course of the CalGRIP-II project, the SDPD continued to conduct their curfew sweep program in the five targeted areas. These curfew enforcement efforts involved the collaboration of 30 community- and faith-based organizations, Child Welfare Services, Juvenile Probation, and San Diego City Schools. SDPD officers would pick up youth who were out later than 10 p.m. and bring them to a school or community center where they were linked to services. Youth with no previous criminal history are offered a four-to six-week diversion course provided by the CBO's participating in the sweep. In 2012, there were six large-scale curfew and gang operations that occurred in the SDPD's Central, Southeastern, and Mid-City divisions, all of which encompass the five target areas. Results from these enforcement efforts are described in the next section. Of the curfew and gang suppression efforts made by the SDPD, 96 arrests, 115 gang field interviews, 15 parole vehicle and resident searches, and 6 probation searches were conducted (not shown).

How many field contacts and arrests resulted from the suppression operations?

As part of the CalGRIP-II grant, SDPD utilized intelligence-based policing to manage their resources. SDPD's existing crime analyst tracked crime data and generated timely reports to direct suppression activities in the target areas. The Gang Unit assessed the vast amount of information (i.e., field contacts, arrests, and probation and parole searches) in order to identify patterns and hot spots. Table 7 illustrates the average monthly number of gang-related field interviews and arrests conducted in the five target areas during the two-year grant period. There were increases in the number of field interviews within a half-mile radius of Mountain View, Southcrest, and City Heights, and increases in arrests within a half-mile radius of Southcrest and City Heights.

Table 7
GANG-RELATED POLICE ACTIVITY IN TARGET AREAS FLUCTUATED BETWEEN 2011 AND 2012

	Field Interviews (Monthly Averages)		Arrests (Monthly Averages)	
	2011	2012	2011	2012
Memorial	56.3	54.3	10.3	8.6
Mtn. View	57.3	80.1	7.5	6.9
Southcrest	45.7	71.9	7.0	8.2
Encanto	32.7	30.4	4.1	3.6
City Hts.	111.8	94.5	16.5	17.3

SOURCE: SDPD, 2012

Did gang-related crime decrease in the target areas?

One of the main objectives of both the CalGRIP-I and CalGRIP-II projects was for gang related crime to decrease in the target neighborhoods by engaging at-risk youth in pro-social activities and providing increased enforcement in these areas. As shown in Table 8, gang related crime decreased in the police jurisdictions with 42 percent decrease in Mid-City, 13 percent in Southeastern, and 7 percent in Central from 2010 (after CalGRIP-I) to 2012. A statement of causation cannot be directly made since the CalGRIP-II project is one of many gang prevention and intervention efforts in place in the target areas.

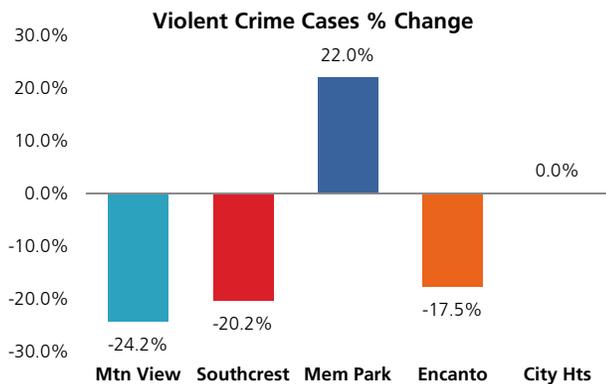
Table 8
GANG CRIMES DECREASE THROUGHOUT CALGRIP-II IN TARGET POLICE JURISDICTIONS

	2010	2011	2012	Percent Change
Mid-City	63	62	50	-42%
Southeastern	77	90	67	-13%
Central	43	42	40	-7%
TOTAL	183	194	157	-14%

SOURCE: SDPD, 2012

Additionally, Figure 10 shows that three of the five target areas saw decreases in violent crime within a half-mile radius of the rec center. Specifically, violent crime fell in the vicinity of Mountain View (-24.2%), Southcrest (-20.2%), and Encanto (-17.5%). The area around the City Heights rec center had no change in violent crime and crime increased 22 percent at Memorial. The SDPD GIO attributed both the lack of change in City Heights and the increase at Memorial to heightened gang activity in the immediate proximity of the rec centers in the summer of 2012. Additionally, there were many factors outside the control of the CalGRIP-II project that could account for an increase in some of the target areas such as a general increase in violent crime in the region as a whole.

Figure 10
NUMBER OF VIOLENT CRIME CASES DECREASED
WITHIN A HALF-MILE OF THREE OUT OF FIVE
TARGET AREAS



SOURCE: SDPD, 2012

SUMMARY

In 2010, SDPD, in partnership with the San Diego Commission on Gang Prevention and Intervention, submitted an application and was awarded a second CalGRIP grant. The goals of the second CalGRIP grant (CalGRIP-II) were to (1) expand the service areas from three to five, (2) increase the number of recreation centers and youth served, (3) provide a wider range of community-based youth activities, and (4) reduce gang related crime within SDPD’s Central, Southeastern, and Mid-City Divisions. As with the original CalGRIP project, CalGRIP-II continued to provide at-risk, gang-exposed youth a continuum of services from

prevention to suppression in communities with high rates of gang violence. The San Diego Park and Recreation Department provided prevention activities by extending their hours of operation from 6 to 9 p.m. on Friday evenings at five recreation centers located in the target areas. Metro, a local community-based organization provided the intervention services by either providing case management or referring both gang-involved or gang-exposed youth and their families to services as needed. SDPD led the suppression component of the project, through the support of their existing crime analyst who analyzed data that informed Gang Unit operations and targets. SDPD also supported the intervention portion of the project by identifying at-risk youth and referring them to Metro and also providing additional patrols around the centers during the extended hours.

Information gathered from a variety of data collection methods showed that the project was well received by participants; youth had more positive perceptions about police after interacting with officers at the rec centers; and youth who participated in the recreational centers were exposed to more pro-social activities. Specifically, attendees at the centers during the extended hours reported high levels of satisfaction with the programs and most said they would be at home, at a friend’s house, or hanging out in the neighborhood if the centers were not open. The youth that received case management from Metro completed their planned service, were currently enrolled in school, and had a positive exit status. As in CalGRIP-I, resources for the evaluation were kept to a minimum to allow greater allocation for implementation thereby limiting the scope. However, results from the project indicate that CalGRIP-II targeted the appropriate gang-exposed, at-risk youth population and had an overall positive impact in the target neighborhoods.

CONCLUSIONS AND RECOMMENDATIONS

Continue to support the Park and Recreation Department by San Diego Police Department to implement gang reduction strategies: Given that the rec centers are located in areas with high incidences of gang activity, continued support by SDPD is imperative if having extended hours of programming is continued. Additionally, the positive feedback from youth who attended the centers demonstrates a continued need to provide pro-social services to at-risk, gang-exposed youth. Finally, the youths' improved perceptions of police officers after engaging with them in positive activities helps build trust, community, and support, and reduces the likelihood of delinquency and gang involvement.

Increase the assessment of the project: Results from the data gathered for the evaluation suggest that Cal-GRIP services had a positive impact on the participating youth. Additional data collection efforts, such as follow-up interviews with the youth, focus groups with youths' parents, and a survey of project partners and staff, would contribute to developing more ideas for improved processes, assist partners in exploring which services youth would most benefit from, and determine which components of the project contributed to achieving desired results.

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