The San Diego Gang Prevention and Intervention

Strategic Action Plan

The San Diego Initiative

October 2007

Submitted to the

City of San Diego Mayor and City Council

By the

Commission on Gang Prevention and Intervention

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Forward by the Chair of the Commission on Gang Prevention & Intervention

The catalyst for the development of the Commission began on New Years Even 2003 with the murders of two innocent women – Carol Waite and Cynthia Burton-- at the corner of Logan Avenue and Euclid Avenue. The City Council, through the work and communication of the late Councilman Charles Lewis, became aware that it needed a more focused strategy in place for gang prevention and intervention.

City Council President Pro Tem Anthony Young worked with the City Manager and the Chief of Police to develop a collaborative process that engaged the whole city including City Schools, law enforcement, youth, & former gang members, with representation from all over the City of San Diego.

In April 2006, with the support of the Mayor and fellow City Council members, Council President Pro Tem Young authored legislation that created the Commission on Gang Prevention and Intervention in response to the community's concerns and the overwhelming sense that in order to have an impact on youth violence, the community and law enforcement should be working together.

We began meeting in November 2006 to craft a work plan and define our shared values. Over the following months we conducted research, interviewed experts, participated in *Listening Tours*, and held a community forum – *Community Solutions: Regional/Neighborhood Anti Gang Solutions* (May 10, 2007). The Forum had nearly 400 attendees expressing ideas as to what they felt the City of San Diego needed and should do to impact the youth violence and gang related crime in their communities. We have continued hearing from the neighborhood groups that have formed since the May forum. Linda Vista, Mira Mesa, Southeastern and South Bay continue to report on their activities and inform the Commission about issues their residents are facing.

This Strategic Action Plan sets out how the Commission plans to meet the following tasks:

> Develop a more strategic, coordinated, and collaborative effort between the City, law enforcement agencies, social service providers, and the general public with the objective of significantly curtailing gang involvement, and its negative impact, in the City of San Diego.
>
> Make recommendations concerning gang prevention, intervention, diversion, and suppression methods; identify local, state, and federal funding sources; and address other gang-related policy matters. *(San Diego Municipal Code Article 6, Division 19)*

The Commission Values impacting the Strategic Plan are:

- All residents have a right to live free from violence,
- All residents have a right to social, educational and economic opportunities
- All communities in the City deserve to thrive; and the Commission opposes any activity that would devalue any community in the City of San Diego
- Every community of adults has a responsibility to nurture its young people, so they are equipped to make positive choices to succeed in life and not choose gangs or violence as a lifestyle.
- All youth deserve to feel safe in this City

The Commission recommends that the Mayor and City Council implement the following Strategic Action Plan to effectively impact the youth violence in our communities on a long-term basis.

Harry Cooper Jr.

Pastor Harry Cooper, Jr.
Chair
Commission on Gang Prevention and Intervention

Current Members of the Commission

Reverend Harry Cooper, Jr. *Chair*	District 4	Southeast Community PCUSA Church
Carl Cohn, PhD	K-12 Education	San Diego Unified School District
Alicia DeLeon Torres	District 5	Union of Pan Asian Communities
Steve Eldred	Public Health	The California Endowment
Larry Fitch	Executive Director	San Diego Workforce Partnership
Gary Gallegos	Executive Director	San Diego Association of Governments
Conrad Harris	Former Gang Member	Overcoming Gangs and Beyond
Kevin Henderson	Social Services	Metro United Urban Ministries
Eugene Johnson	District 7	Unity Tech Fitness Center
Chief William Lansdowne	Law Enforcement	San Diego Police Department
Benita Page	Community Based Organization	Choice Program
Scott H. Silverman	District 3	Strive/Second Chance
Fred Sotelo	District 2	Toltec Media and Latin Response
Victor Torres, Esq.	District 1	Attorney
Christopher Yanov	District 8	Reality Changers

Executive Summary

This Strategic Action plan is the Commission's map for the City of San Diego to impact the gang issue now. Unlike other plans, it focuses on prevention and intervention at the neighborhood level and empowers the City to work together with communities in this endeavor over the next year.

There are four components that provide the overall architecture to the Commission's recommended strategy.

1. Restore San Diego neighborhoods to pre-gang infested levels by reducing gang violence and activity throughout the City.
2. Facilitate total Community involvement through strategic guidance and leadership.
3. Prevent the growth of gang activity and violence in San Diego through multidimensional collaborative efforts.
4. Pursue necessary funding through multiple coordinated efforts.

Key findings are outlined in the **Introduction** to this Plan. The Commission's Strategic Action Plan is based on the following key concepts:

- A multidimensional gang strategy should address youth between the ages 12-24 who exhibit high-risk behaviors & gang involvement.
- Young people who would move up the ladder of gang membership and activity are those who commit intentional acts of violence or are arrested for gang related incidents.
- The impact of gang members' actions not only adversely affects their parents, siblings, and other family members but the whole community--including the victims of gang violence who must deal with the horror of losing a loved one and the agony of having to deal with a variety of agencies to get restitution and support.
- No single program will fix the gang problems in our community. A coordinated and collaborative effort with strong public leadership by the Mayor, City Council, and Chief of Police is key.
- A coordinated and organized effort among all City departments, other government and community agencies is required to see results that integrate prevention, intervention, and suppression.
- To be effective, all programs and services focused on gang prevention and intervention must be culturally competent, linguistically sensitive, and accessible to the entire community.

There are five strategic action goals the Commission recommends to the Mayor and City Council to focus on over the next year:

Goal 1 Establish an effective coordinated collaboration process to impact gang activity citywide

Goal 2 Develop joint partnerships to help address the gang issues within the City of San Diego

Goal 3 Establish a data and research analysis process to keep the Mayor, City Council and Commission aware of key gang trends and anti-gang research on an ongoing basis

Goal 4 Based on existing funding, build capacity in existing, effective and promising gang prevention and intervention programs/strategies on a neighborhood basis

Goal 5 Develop a sustainable funding strategy for the Strategic Action plan

Introduction

According to Malcolm Klein, preeminent researcher and author of more than twenty books on gangs, there are different levels of gang involvement: Klein characterizes gang members' level of activity/involvement as follows:

Core
Active/Associate
Fringe/Peripheral/Temporary
Auxiliary/Affiliates (usually girls)
Wanna Bes/Pee Wees/At-risk Youth
OGs/Veteranos (usually over 21 years)

The above is not age defined because some young gang members may be *Core* at the age of 14 and move to *Associate* or *Fringe* as they get older and the reverse could happen as well.

The following are the gang demographics that inform the Commission's recommendations.

- Nationally, the average age of gang members is 17-18 years old. Data also shows that the age span is moving toward a younger group of youth who are 15-17 years old.
- Local anecdotal information indicates that gang members can be as young as 9 years old.
- Law enforcement data typically reflects older youth who are arrested. According to national self-reporting surveys the typical age range of gang members is 12-24.[3]
- Average Length of time in a gang is less than 2 years.
- Average age of joining a gang is 13-14 (Malcolm Klein states that the most vulnerable age is 13 years old)
- Key reasons for joining
  - family/belonging
  - status/respect
  - protection
- Key reason for staying is money.
- Key reason for leaving a gang is the personal impact of violence.
- Research shows that in most gangs, a member can leave without repercussions.

According to the Office of Juvenile Justice and Delinquency Prevention, no one has been able to adequately define the term "gang" and there is little consensus among researchers about the term. Law enforcement's definition of street gangs is used for criminal cases. The California Street Terrorism Enforcement and Prevention (S.T.E.P.) Act California Penal Code Section 186.22 states:

> *As used in this chapter, "Criminal street gang" means any ongoing organization, association, or group of three or more persons, whether formal or informal, having as one its primary activities the commission of one or more of the criminal act enumerated in paragraphs (1) to (25) inclusive o subdivision (e), having a common name or common identifying sign or symbol, and whose members individually or collectively engage in or have engaged in a patter of criminal gang activity.*

The *Core* group along with *Actives/Associates* as defined by Klein are usually considered street gang members.

The Commission's focus on the many levels of gang membership reflects the complexity of the gang issue. During the *Listening Tours*, the Commission met many gang members who were at different levels of involvement.

Impacting Gang Violence in San Diego

The City of San Diego has been involved in numerous efforts to impact gang crime over the past 20 years. The Police Department has been an active member of the Project Safe Neighborhoods, the Weed and Seed program and has internally revamped its Juvenile services program to better respond to youth in its communities. Working with probation and as part of the 2001 Comprehensive Multi Agency Juvenile Justice Plan process, the City has benefited by having regional services in some of its high gang impact areas.

As part of the Project Safe Neighborhood, *RAND Corporation* was tasked with analyzing relevant crime data and suggesting possible policy directions for the Project Safe Neighborhoods working group. A working paper was published entitled, "Homicides in San Diego: A Case Study Analysis" authored by Jeremy M. Wilson, Scott Hiromoto, Terry Fain, George Tita, K. Jack Riley.

The report concluded that the City could focus on two strategies to impact the gang violence problem:

1. Operation Ceasefire
2. Directed patrol with a general deterrence strategy saturating a high-crime area with police presence, including stops of as many people as possible for all offenses.

The City of San Diego Police Department has documented 3,629 gang members; including 188 documented juvenile gang members under the age of 18. San Diego Police Department reports that as of August 2007 that gang related homicides year to date were at 16 compared to last year at the same time when there were 13. Assaults with deadly weapons were at 172 as compared to last year at 143. Robberies were at 70 compared to 62 the previous year to date. These statistics underscore the urgency of the implementation of this strategic action plan.

Goal 1 Establish an effective coordinated collaboration process to impact gang activity citywide.

Related Recommendations

1. The Commission recommends that the Mayor and City Council strongly support the Commission's effort to set up coordinated efforts in specific communities to address the gang situation.
2. The Commission recommends that the City consider focusing on specific areas for graffiti removal over the next six months.

Strategic Actions

1.1 Establish community technical teams to implement neighborhood strategies

1.2 Collaborate on establishing the Safe Passage program at five schools where gang activity impacts the school community

1.3 Develop local employment strategies for at-risk youth and former gang members

1.4 Launch a City program in the next six months that addresses graffiti removal in specific neighborhoods.

Strategic Action 1.1 Establish community technical teams to implement neighborhood strategies

Background

Cities and counties across the nation have begun implementing a two-tiered process to effectively coordinate gang prevention and intervention programs.

San Jose

In 2006, San Jose revamped their 15-year-old Mayor's Gang Task Force, and reconfigured how the Mayor's task force would work. Angel Rios of San Jose' Park and Recreation Department leads the effort. The Task Force created a Policy body which meets quarterly. The Technical team, which meets monthly, is organized by city areas with co-facilitators involving law enforcement, community based organizations, faith-based organizations and schools within the areas.

San Jose has four area groups. Each group is responsible for overseeing the coordination and provision of services to gang-involved and/or disconnected youth and their families, and managing the response to incidents of youth and gang violence throughout neighborhoods, including community centers, in their division.

This organization, along with creating a response team to gang-related homicides, has had a significant impact on violence in each of the communities and citywide. Gang-related homicides were down to 39 in 2006 versus 97 in 2005. (See Attachment A)

San Bernardino

In San Bernardino, Mayor Patrick Morris called on all the youth and law enforcement organizations to work together. Leading the effort for the Mayor was Kent Paxton of the Children's Network. A policy group lead by the Mayor includes the heads of departments and agencies. The program known as Operation Phoenix has Street Teams (involving law enforcement, the City attorney, Health and Human Services, Code Enforcement, CPS and Probation) which implements the strategies needed to curtail gang violence and respond to the crimes within a 20-block area.

Northern Virginia

Northern Virginia established five regional intervention coordinators to provide a point of contact for gang-related intervention programs and plans. They work in collaboration with the courts, social service agencies, local governments, the schools, community and faith-based organizations, businesses and families to counteract the influence of gangs. The coordinators are for the following counties:

- Fairfax County
- Arlington County/City of Falls Church
- City of Alexandria
- Prince William County, Manassas and Manassas Park
- Loudon County

The over-arching intent of the Northern Virginia strategic action plan is to create an environment that nurtures their youth, ensures that families are receiving the necessary services when they are in crisis and to ensure youth have the opportunity to make positive choices.

Santa Rosa

In 2004, Santa Rosa, CA put Measure O on the ballot. It passed. The tax measure generates $ 7 million per yea with **roughly $1.4 million of those funds going towards youth development programs, gang intervention and reduction programs**. This included coordination of the Mayor's Gang Task Force's Policy Team and Operational Team. It also funded the start-up and operation of 17 new after-school recreation programs that provide safe places for children to learn and grow in schools and neighborhood centers throughout Santa Rosa. Each year a 35% share of the Recreation and Parks revenue funds in-school violence prevention, conflict resolution education, and grants to local non-profits providing related services to enhance youth asset development and reduce risk factors.

New York City

A highly regarded social services based process called the Harlem's Children's Zone exists in New York City. This social services based strategy was recently featured in the Justice Policy Institute's report "Gang Wars - The Failure of Enforcement Tactics and the Need for Effective Public Safety Strategies" (July 2007) on what works in gang prevention and intervention. Since 1997 the Harlem's Children Zone has developed strong partnerships with parents, residents, teachers and other key stakeholders in creating a safe, nurturing environment for youth. Working in collaboration with the churches, parks, local businesses and schools, the Harlem Children's Zone Project has developed programs and activities that help children and families address the issues of failing school and unsafe streets while undertaking the challenge of rebuilding this Central Harlem community. Originally, the project focused on a 24-block area in Central Harlem, from 116th Street to 123rd Street and from Fifth to Eighth Avenue. In 2004, the Zone expanded to 60 blocks, extending northward to 132nd Street and eastward to Madison Avenue.

Important Data

The City of San Diego Police Department has documented 3,629 gang members, including 188 documented juvenile gang members under the age of 18. The San Diego Police Department reported that rom January to March 2007, 821 gang members were arrested.

Gang graffiti is a primary way gangs communicate their message about their territory, activities and plans. Organized gang graffiti is one of the first signs that gangs are taking hold in a neighborhood and is also an excellent way to track gang growth, affiliation, and sometimes even provides membership information**.** The San Diego Police Department's Graffiti Strike Force reported that since January 2007 it has made 91 felony arrests, 121 misdemeanor arrests with 40 documented gang members arrested and 10 gang members documented. With a strong focus on making sure that laws against graffiti are enforced it is believed this will be effective in diminishing the amount of graffiti in a number of neighborhoods and empower the community in their view of impacting gang vandalism.

Gang crime happens all across the City of San Diego. The San Diego Police Department reported that from 2005-2006 there were 42 gang related crimes in Mira Mesa; Otay Mesa West: had 38 gang related incidents; Mountain View: 35; Logan Heights: 27.

Juvenile crime rates are considered an indicator of a community's progress in supporting its youth and helping youth develop positive choices for their future. According to the San Diego Police Report in June 2007, there were 2,187 juvenile arrests from January to March 2007 with 1,507 arrested on misdemeanors; and 680 arrested for felonies. County Probation reported, in June 2007, that there were 1864 juveniles in the City of San Diego on formal probation of these 789 had gang conditions as part of their formal court orders.

Implementation Recommendations for Strategic Action 1.1

1. Establish Technical Teams (teams of multi-disciplinary, multi agency groups) in the following four areas in the upcoming year to implement neighborhood based strategies in:
   a. Linda Vista
   b. Southeastern
   c. South Bay
   d. Mira Mesa

2. Meeting monthly, Technical Teams would include:
   a. Law Enforcement
   b. Park and Recreation
   c. Libraries
   d. Youth (Youth Groups)
   e. County agencies such as
      1. District Attorney's Office
      2. Probation
      3. Health and Human service
   f. Community Based Organizations
   g. Faith Based organizations
   h. Housing Commission
   i. Workforce Partnership
   j. Neighborhood Schools (counselors and teachers)
   k. Neighborhood Code Enforcement
   l. City Attorney's Drug Abatement Resource Team
   m. Parole

3. Technical teams would Implement neighborhood based strategies which must include some if not all of the following prevention and intervention elements:
   a. Employment for youth and their families
   b. Mentoring
   c. Crisis Interventions
   d. Tutoring
   e. Positive Activities
   f. Address re-entry of both youth and adults
   g. Appropriate law enforcement/code enforcement strategies

4. Technical teams would report to the Commission on Gang Prevention and Intervention on the impact of their work on a regular basis to gain policy support as regards to implementation strategies.

Outcome Goals and Timeline for Strategic Action 1.1

1. Within six months of funding, support the community collaborative process in the target areas by creating community-based Multidisciplinary Technical Teams (MTTs) in the Mira Mesa, Linda

Vista, and South Bay communities, and convene monthly meetings to: 1) share and discuss local gang data/developments and (2) strategize how to address gang issues within each community.

2. A coordinator will lead each team, organize and co-facilitate meetings, share information with the Commission, and assist collaborative groups to procure grant funds for neighborhood projects. Each team will consist of at least 10 representatives including but not limited to: law enforcement (gang unit and/or youth service officers); local youth program workers, probation, clergy, neighborhood youth, Commission members, and various neighborhood organizations. The coordinator will report results monthly, and/or request the Commission to make policy changes to empower the team to accomplish certain strategies. At the end of each year of three years, the MTTs will submit an annual activity report to the Commission.

3. Within 18 months, strengthen communication and collaboration in the target areas by updating a Youth Services Resource Directory that the Commission and MTT members will publish, publicize, and disseminate in each of the three target communities.

Strategic Action 1.2	Collaborate on establishing the Safe Passage program at five schools where gang activity impacts the school community

Background

In the August 2007 edition of *America's Children: Key National Indicators of Well-Being, 2007*, the report states:

> *Violence affects the quality of life for young people who experience, witness, or feel threatened by it. In addition to the direct physical harm suffered by young victims of serious violence, such violence can adversely affect victims' mental health and development and increase the likelihood that they themselves will commit acts of serious violence.*

One of the key values of the Commission is: *All youth deserve to feel safe in this City.*

To this end, the Commission has collaborated with the City Attorney's office and the California Attorney General's Safe Passage programs at two schools, Gompers Charter School (Chollas View – District 4) and Montgomery Middle School (Linda Vista-District 6).

According to the Office of the Attorney General's Crime and Violence Prevention Center:

> *The objective of a Safe Passage program is to create a multi-agency enforcement partnership to provide safety from gang-related crimes against high school students on specific streets, at bus stops and on bus lines immediately around the school one hour after dismissal. A Safe Passage program can stand-alone. However, it is most successful if implemented as one component of a multi-faceted safe school strategy that complements the mandated School Safety Plan. A structured Safe Passage plan allows schools, law enforcement, and the community to pinpoint "hot spots" for gang and related trouble on and around campus, and allows the district to respond to gaps and challenges and to examine district-wide safety issues.*

There are 11 such programs in the Los Angeles area that resulted in students feeling safer on their way to and from school. The Attorney General's Crime and Violence Prevention Center performs surveys and facilitates the effort.

Important Data

A survey was developed by the Attorney General's office for both Montgomery Middle School and Gompers Charter School.

Montgomery Students who walked or rode the bus to or from school and felt either somewhat unsafe or not at all safe

	8th Graders	**7th Graders**	**6th Graders**
To School	45%	44%	45%
From School	49%	51%	40%

Of the 431 students surveyed at Montgomery Middle School, 216 were 8th graders, 95 were 7th graders and 120 were 6th graders.

Gompers Students who walked or rode the bus to or from school and felt either somewhat unsafe or not at all safe

	9th Graders	**8th Graders**	**7th Graders**	**6th Graders**
To School	32%	31%	44%	41%
From School	44%	42%	51%	46%

Of the 413 students surveyed at GCMS, 34 were 9th graders, 91 were 8th graders, 247 were 7th graders and 41 were 6th graders.

Implementation Recommendations for Strategic Action 1.2

1. In addition to Montgomery & Gompers, establish Safe Passage teams to work with City Schools at the following locations.
   a. Bell Middle School
   b. Horace Mann Middle School
   c. Hoover High School
   d. Morse High School

2. Have teams make regular reports to the Public Safety and Neighborhood Services Committee.

Outcome Goals and Timeline for Strategic Action 1.2

1. Within the first three months, collect initial surveys at identified schools in collaboration with the California Attorney General's Crime and Violence Prevention Center.

2. After eight months, collect post-implementation surveys and evaluate success of efforts to date.

Strategic Action 1.3	Develop employment strategies for at-risk youth & former gang members.

Background

During the Commission's Listening Tour, young people repeatedly stated that they wanted jobs. In one forum they said that not being able to work until they were 16 was sometimes the cause for them to engage in criminal behavior. Here are some key points that were made during the Listening Tour:

Lack of Jobs

- Young adult gang members at a community forum indicated that jobs with a future would be the best alternative to gangs.
- Young adult gang members want to start work at an earlier age – 14 instead of 16.
- Probation officers indicated that many of the juveniles need gainful employment in order to stay away from the gang lifestyle.
- Older gang members indicated that gainful employment was needed to support their families.

Dr. Dana Nurge, the Commission's technical advisor and a professor in San Diego State University's Public Affairs Criminal Justice Program, cautions about the kinds of programs that work for at-risk youth and gang-involved youth.

San Diego Workforce Partnership, Inc., has been working with several groups to outline an employment process that might better serve youth within a variety of communities. The service components would be:

- Cohort Model
- Incoming 9th and 10th graders
- Long term services through graduation
- Year Round and Summer Services
- Year Round Services
- School-based and after-school programming would include:
- Advocate (case manager)
- Career exploration via internships, career speakers, tours, mentors
- Employment - self-directed or subsidized
- Elective Class with cohort (study skills, life skills, violence prevention education)
- Parent/family intervention and support

Summer Services would include:

- Employment – subsidized or crew-based
- Urban environment projects, e.g. beautification
- Neighborhood culture & arts
- Academic remediation – contextual connected to work based projects
- FEO youth development activities
- Global/intercultural exposure activities

Leveraged Partnerships at schools would include:

- Probation Department
- Juvenile Field Services
- Diversion Contractors

Important Research

It is important to note that at one point in the San Diego Community, manufacturing jobs were a key driver of the economy. As a report by SANDAG points out:

> *The manufacturing sector once comprised about 30 percent of this region's employment, serving as the basic industry or main "driver" of the economy. Today, manufacturing employment has dropped to less than 15 percent of total employment. With a rise in the global economy and knowledge and service-based industries, there has been a dispersal of the economic engines into non-manufacturing industries.*

The Department of Labor's Education and Training Administration's New Strategic Vision calls for well-designed programs that offer youth who have become disconnected from mainstream institutions another opportunity to successfully transition to adult roles and responsibilities. This vision prioritizes investing in youth within the juvenile justice system, their at-risk siblings, and children of incarcerated parents. This vision also calls for a focus on demand-driven, high-growth occupations and high quality alternative education programs that provide economically disadvantaged high school drop outs and out-of-school youth with the ability to meet key literacy and numeracy standards.

It is in this context that re-entry is important not only for older youth who return from prison but also those youth who are involved in the juvenile system and return to their homes. Employment for both groups is key in keeping them engaged and positively productive.

According to the Office of Justice Programs, nearly 650,000 people are released from state and federal prison yearly and arrive on the doorsteps of communities nationwide. A far greater number re-enter communities from local jails, and for many offenders and defendants, this may occur multiple times in a year. According to the Bureau of Justice Statistics over 50 percent of those released from incarceration will be in some form of legal trouble within 3 years.

Implementation Recommendations for Strategic Action 1.3

1. Work with San Diego Workforce Partnership, Inc., and its Youth Council to develop a program that allows for long-term employment of our target population of 12-24 year olds.

2. Involve the Commission as well as the community in this discussion

Outcome Goals and Timeline for Strategic Action 1.3

Evaluation must be based upon major milestones and long-term outcomes that measure work readiness. The evaluation should address the issues at-risk and gang-involved youth encounter in their effort to obtain employment, develop a career focus and learn work readiness skills.

Goal 2 Develop joint partnerships to help address the gang issues within the City of San Diego.

Related Recommendations

1. The Commission recommends that the Mayor and City Council strongly support the Commission's effort to set up coordinated efforts in specific communities to address the gang situation.

Strategic Actions

2.1 Institutionalize within the City that every City department will include practices, partnerships and/or technology that will protect our youth and children.

2.2 Establish formal agreements with government and community organizations (inclusive of Faith Based groups) that support the City's effort to effectively impact gang activity.

Background

In 2002, Dr. Michael Carlie of Missouri State University wrote:

> *In terms of collaboration, the community and government are best served when the many levels of government collaborate with each other in the provision of services.*

The City of San Bernardino models this effort with its Operation Phoenix. More than 26 organizations work with Mayor Morris' Operation Phoenix. The Public Service Department, Code Enforcement Department, Economic Development Department, along with Police and the Park and Recreation Department are all involved in this significant operation that has reduced gang activity within a 20-block area. Other collaborative relationships include County Agencies, i.e. District Attorney, Probation, Department of Children's Services, Department of Public Health and the Department of Behavioral Health.

City departments are working together to support the efforts of the community to deal with its gang problems. Currently the City Attorney's office, Police Department and Code Enforcement work together in many communities on prostitution and gang injunctions.

Working with community organizations to apply for grants is important. Many federal and state grants look for collaborations as a requirement. The Commission successfully acquired the OJJDP grant as a result of collaborating with the San Diego Police Department - a requirement of the grant.

In 1997 the County created the first Local Action Plan when it applied for funds under the Comprehensive Multi-Agency Juvenile Justice Strategies Plan. Then in 2000, the San Diego County Juvenile Justice Coordinating Council identified key programs that would meet the needs of San Diego's juvenile justice system and the community; seven programs were identified for funding. The County Board of supervisors adopted the following.

1. Gender Responsive Services for San Diego County's Juvenile Female Offenders and At-risk Young Women and Girls - WINGS
2. Out of Home Placement Strategy
3. Community Assessment Teams
4. Truancy Intervention Project
5. Repeat Offender Prevention Program
6. Juvenile Delinquency Drug Court
7. Breaking Cycles

The programs serve about 6500 youth and their families who are at risk of entering or continuing in the juvenile justice system. County Probation is currently updating the plan based on the Comprehensive Multi-Agency Juvenile Justice Strategies.

In 1998, the San Diego Police Department published the Juvenile Services Realignment Task Force Final Report. More than 200 community representatives participated in the process. The foundation for the report was a model that called for integrated components that balanced prevention, early intervention and graduated sanctions. It was called "Model for the 21st Century" that would stand alone and could be easily integrated in the County Plan that was simultaneously being developed. One of the final recommendations committed the City to working with the county:

> *Continue active participation in the County's Comprehensive Strategy team and any other policy or working groups that will enhance the [San Diego Police] Department's ability to smoothly transition in the framework of the resulting regional plan.*

In 2006, the San Diego City Council created the Commission on Gang Prevention and Intervention. The Commission is charged with:

> *Developing a more strategic, coordinated, and collaborative effort between the City, law enforcement agencies, social service providers, and the general public with the objective of significantly curtailing gang involvement, and its negative impact, in the City of San Diego. The Commission shall make recommendations concerning gang prevention, intervention, diversion, and suppression methods; identify local, state, and federal funding sources; and address other gang-related policy matters. (*San Diego Municipal Code Article 6, Division 19).

The County's Probation Department, Health and Human Services as well as County Office of Education supported the Commission in its efforts to attain funding. However, an ongoing County/City collaboration focus on gangs needs to continue and be part of the City's effort to impact gang violence.

Important Data

The U.S. Senate Judiciary Committee approved the Gang Abatement and Prevention Act legislation co-authored by Senator Feinstein (D-CA) and Senator Orin Hatch (R-UT) in June. The bill, which included key prevention provisions from Senator Barbara Boxer's (D-CA) Mynisha's Law, authorizes at least $411.5 million in funding over five years for gang prevention and intervention efforts.

Half the money - $187.5 million - will go into new High Intensity Gang Activity Areas (HIGAA) that the bill creates. In addition, a new $175 million program for gang protection block grants and $49 million in two new provisions provide expanded or new authorized funding for mentoring and after-school programs.

The bill creates and provides assistance for High Intensity Gang Activity Areas (HIGAA). This legislation requires the Attorney General to designate certain locations as high intensity gang activity areas. HIGAAs will be local collaborative working groups, consisting of prevention and intervention workers as well as criminal street gang enforcement teams. On the enforcement side, local, state and federal law enforcement authorities will work together to investigate and prosecute criminal street gangs in each High Intensity Gang Activity Area, following the successful interagency task force model used by High Intensity Drug Activity Areas.

The bill encourages community collaboration with law enforcement. Law enforcement will also be encouraged to collaborate with local schools, service providers, and community and faith leaders with demonstrated success in fighting gangs, following the "Operation Ceasefire" model. A National Research, Evaluation and Policy Institute would also be established to collect, analyze and teach "best practices" for fighting gang violence.

The bill creates a National Commission on Crime Prevention, which will examine prevention and intervention strategies, identify programs ready for replication, and provide pilot funding.

Governor Schwarzenegger has crafted The California Gang Reduction, Intervention and Prevention Program or CalGRIP. CalGRIP would make *"high-intensity areas eligible for federal dollars"* and designates counties with jurisdictions as "High Intensity Gang Areas" (HIGAs). These are counties with the highest number (in the top 25) of gang-related homicides or homicides/resident. Jurisdictions

within these counties can apply for additional funding for resources and programs. These funds will be allocated through a competitive process administered by the State Gang Coordinator.

Homicide rates are established and published by the DOJ, which updates this information annually in June. The following **counties** currently have jurisdictions that rank in the top 25:

Alameda
Butte
Contra Costa
Fresno
Kern
Los Angeles
Madera
Merced
Monterey
Orange
Riverside
San Bernardino
Santa Clara
Sacramento
San Diego
San Francisco
San Mateo
Stanislaus
San Joaquin
Tulare

HIGA designations position California to take advantage of funds that may become available as a result of federal legislation championed by Senator Feinstein.

The City is part of the 13 Cities California Gang Prevention Network. The Commission, along with The Children's Initiative, California Endowment and community organizations meets to discuss the issues. The Gang Prevention Network was a critical resource in organizing the Community Solutions Conference of May 2007.

Implementation Recommendations for Strategic Actions 2.1 & 2.2

1. Establish cross-departmental communication procedures with City Departments to address local gang issues.
2. Request City departments to work with community organizations to enhance their grant applications.
3. Regularly generate regional task force reports for the City's Public Safety and Neighborhood Services Committee regarding regional actions and plans by such organizations as Project Safe Neighborhood (PSN) or the Juvenile Justice Task Force.

Outcome Goals and Timeline for Strategic Actions 2.1 & 2.2

1. Quarterly Grant Reports to Public Safety &Neighborhood Services starting January 2008
2. Report on joint partnerships to PS&NS starting January 2008

Goal 3 Establish a data and research analysis process to keep the Mayor, City Council and Commission aware of key gang trends and anti-gang research on an ongoing basis.

Strategic Action

3.1 Collect information on trend analysis with Listening Tours, and review local crime statistics. Expand upon this data analysis by working with local researchers on surveys and data collection so as to position the Commission as a key source of updated anti-gang program/policy information.

Background

For the past nine months, the Gang Commission has worked with the San Diego Police Department to garner statistics about the gang problem in San Diego. Without funds for a more "scientific" effort, the Police Department has provided as much data regarding the gang-related crimes within neighborhoods as possible.

The Commission has also done a qualitative effort through its Listening Tours to gather information from the community as to how they perceive the gang issue within their communities. The Community Forum co-sponsored by the Jacobs Family Foundation, the U.S. Attorney's Office and the San Diego Foundation, also gave the Commission a great deal of qualitative information.

As part of the National League of Cities' California Gang Prevention Network, the Commission has been able to access a great deal of research about what works within communities and what the latest research shows is needed in a balanced prevention, intervention and suppression strategy.

The Commission has accessed ARGIS, used the databases provided by SANDAG, researched school data and included graffiti information as part of its efforts to develop a clear picture of the impact of gang violence in communities.

The Commission has submitted a grant to the California Wellness Foundation to enhance its data gathering process. This must be an ongoing aspect of monitoring the gang problem within the City of San Diego and be enhanced because of the dynamic changes continually going on in the research on gangs and the gang culture.

Implementation Recommendations for Strategic Action 3.1

Establish and maintain a gang research data system for the ongoing accumulation, analysis, and synthesis of existing local data currently available to the Commission, e.g., gang data collected by the police, probation, and schools.

Hire a consultant and a team of graduate students to assess the nature/format of currently produced gang data.

Outcome Goals and Timeline for Strategic Action 3.1

Within six months of start-up, the team will offer the Commission a Data Assessment/Gaps Report detailing types of currently available data (and their strengths/weaknesses), the data gaps (if any), and outline other data sources needed to better understand the City's gang issues. The consultant will work with the research and analysis units of agencies providing gang data to modify the format and/or enhance the data they generate as needed to better meet the Commission and MTT's needs.

The team will collect additional types of gang data, do briefs/reports to the Commission monthly, coordinate and be responsible for the data collection and analysis for the evaluation/ assessment component of any grants received and administered by the Commission.

Goal 4 Based on existing funding, build capacity in existing, effective, promising gang prevention and intervention programs/strategies on a neighborhood-by-neighborhood basis.

Related Recommendations

The Mayor and the City Council should fund existing, effective, promising programs/strategies that establish targets for outcomes and outputs in a coordinated and collaborative manner with the City's funding source, i.e. Parks and Recreation, Police Department or private foundations.

Strategic Actions

4.1 Create neighborhood-based inventories of gang prevention and intervention programs/ strategies using risk and resiliency factors as the defining guidelines including programs that target risk and protector factors of gang involvement.

4.2 Survey programs in communities seeking City funding to assess which programs in the community have had internal or external evaluations done. Analyze evaluation results in order to develop criteria for future funding of promising prevention and intervention programs/ strategies.

Background

On April 17, 2007, the Commission held a Community Based Organization forum. More than 50 organizations registered for the event with 30 attending and sharing the information about their services.

This forum balanced the information received from the Community during its Listening Tour and confirmed the need for more communication between agencies/coalitions within the city and a marketing effort by these organizations so that school counselors and faith-based organizations are aware of the resources available to them to address the risk and protective factors of youth and families within the communities.

SANDAG has been the evaluator of the County's Comprehensive Strategy funded programs since the late 1990s. This existing regional strategic plan has a Coordinating Council and a Services Task Force has a regional view of programs that work.

Specifically, San Diego's Comprehensive Strategy has an integrated systems approach using the five general principles outlined by Office of Juvenile Justice and Delinquency Prevention (OJJDP). Currently, the Juvenile Comprehensive Strategy Task Force, comprised of similar members, gathers and reviews best practices and local program evaluation data. Based upon this information, they make recommendations to the Juvenile Justice Coordinating Council (JJCC) to ensure that programs funded through the Juvenile Justice Crime Prevention Act (JJCPA) continue to positively impact the target populations.

JJCC uses JJCPA funds to continue existing and proven programs in which grant funds were expiring and to augment existing and proven programs to meet the needs and service gaps in the identified communities. One of the programs regularly reviewed by SANDAG is Breaking Cycles. It is considered a promising program by OJJDP.

Working with the Council, SANDAG and Probation, the City could support existing programs with appropriate funding and work with the Commission in highlighting new programs that meet the Comprehensive Strategy benchmarks.

Important Research

Researcher Terence P. Thornberry in Gangs and Delinquency in Developmental Perspective stated:

> *… we should steer gang members and youths who are at an elevated risk for gang membership into programs that have demonstrated effectiveness in reducing delinquency and promoting social competencies.*

Though the community may have hundreds of programs serving youth, unless there is a way to monitor whether there has been a reduction of harm associated with gang activity or youth violence, money will not be well spent. Philadelphia-based Public/Private Ventures published "Serving High-Risk Youth Lessons from Research and Programming," this report stated:

> *II. LESSONS FROM YOUTH PROGRAM RESEARCH*
>
> *Lesson 1: Few programs that target or have targeted high-risk youth have been rigorously evaluated; therefore, there is limited definitive information available about what should be done to address the needs of this population. More youth programs should be the subject of rigorous evaluation study.*

Implementation Recommendations for Strategic Actions 4.1 & 4.2

1. Focus on funding programs that have outcomes that are effective and reflect a direct impact on gangs and at-risk youth's ability to make positive choices.

2. Build capacity by having the Commission co-sponsor with local Foundations workshops and Community forums on evaluation methods, the latest research in prevention and intervention strategies.

Outcome Goals and Timeline for Strategic Actions 4.1 & 4.2

1. Establish criteria for grant funding with reviews every two years to make sure thatorganizations are responsive to changes within target service areas and clients.

2. Commission and Foundations work together on funding mechanisms.

Goal 5 Develop a sustainable funding strategy for the Strategic Action plan.

Strategic Actions

5.1 Develop a strategy that allows for sustainability of the strategic action plan.

5.2 Implement the strategy as soon as possible with the understanding of the urgency of the issue of young people dying on our streets.

Background

Communities throughout the state have found a variety of strategies to meet the call of supporting prevention and intervention strategies within their communities.

San Bernardino has created a non-profit foundation called the Phoenix Foundation to support Operation Phoenix. For the past year the Foundation has raised $600,000. This organization raises funds, applies for grants and includes a $1 optional donation in its water bill. It has also raised funds through concerts at City venues where there is no charge and shared the ticket sales with non-profits who are part of Operation Phoenix. The City was unable to sway the City Council to use some of the Proposition Z funds for prevention and became creative in its effort to broaden its strategy to combat gangs.

San Jose uses Redevelopment monies along with grants and some city funds to support prevention programs as part of its award winning strategy. The $1.4 million has been used to support more than 20 non-profit agencies. Every two years the BEST (Bringing Everyone's Strengths Together) funding organization evaluates the focus of the funding to community organizations.

In November 2004, Santa Rosa passed a tax measure to increase public funds to improve Police, Fire, and Recreation & Parks. The Mayor's Gang Prevention Task Force (MGPTF) was created in 2004. The tax measure generates $ 7 million per year, roughly $1.4 million of that funds youth development programs, gang intervention and reduction programs. This includes coordination of the MGPTF Policy Team and Operational Team and start-up and operation of 17 new after-school recreation programs that provide safe places for children to learn and grow in schools and neighborhood centers throughout Santa Rosa. Each year Recreation and Parks share 35% of the revenue fund in-school violence prevention and conflict resolution education, as well as grants to local non-profits providing related services that enhance youth asset development and reduce risk factors.

In 2004, Oakland voters passed Measure Y: The Violence Prevention and Public Safety Act of 2004. Measure Y provides approximately $6 million to fund violence prevention programs as well as additional funding for the Oakland Police and Fire Departments. Measure Y creates a well integrated violence prevention system where strong links among the social services, school district, police, workforce development, and criminal justice agencies result in greater leveraging of scarce resources, better coordination of services and better outcomes for participants.

Important Data

James Howell wrote in the August 2006 edition of the National Youth Gang Center newsletter that:

> *An informed estimate of the economic cost of gang crimes cannot be made because gang crimes are not routinely and systematically recorded in most law enforcement agencies.*

However, he did point out the following statistics which underscore the urgency of the situation within our community where there were 172 aggravated assaults during this past year:

- Crimes cost Americans $655 billion a year.
- The costs of 272 gang-related gunshot victims in Los Angeles totaled nearly $5 million (emergency room, surgical procedures, intensive care, and surgical ward stay), which equated to $5,550 per patient per day. (Song, Naude, Gilmore et al., 1996)
- Nationwide, the complete cost of gun violence indicates a value of approximately $1 million per assault-related gunshot injury. (Cook and Ludwig, 2006)
- A single adolescent criminal career of about ten years can cost taxpayers between $1.7 and $2.3 million. (Cohen, 1998)

Fort Worth, Texas implemented a midnight activities program in 1994. The City spent $739,000. In its report to the City, Parks and Recreation Director Robert Zavala said:

> *After one year of operation the program yielded 75,000 units of service which works out to just under $10 a participant per year, 83¢ a month, or less than a nickel a night. This is considerably better than the $40,000 plus it costs to incarcerate a juvenile in Texas for a year.*

In a report on the efforts of Fort Worth it was reported:

> *Changes in target area crime rates were certainly consistent with desired program effects. During the first five months of 1995, for example, homicides and sexual assaults were down 83 and 40 percent, respectively, in the target areas and staff felt that these changes were due, in part, to the program.*

Implementation Recommendations for Strategic Actions 5.1 & 5.2

1. Work with public and private groups in establishing a funding source for the action plan.

2. Pursue Creative funding streams and fiscally collaborate with Community based organizations.

Outcome Goals and Timeline for Strategic Actions 5.1 & 5.2

1. A coordinated funding process is established by January 2008

2. By July 2008 initial promising prevention and intervention programs are funded.

More Recommendations

The Commission spent eight months talking with youth, community leaders, community residents and victims of gang violence. What came out of these discussions were concerns that need attention by the City. The Commission respectfully makes these as part of its Strategic Action plan recommendations to the City.

Organizational Issues

1. **Celebrate youth.**

   The Commission recommends that the Mayor and City Council designate two youth currently serving on the City Wide Youth Council as liaisons to the Commission on Gang Prevention and Intervention.

2. **Expand Commission membership to address re-entry.**

   The Commission recommends that the Mayor and City Council appoint the Chief District Administrator of the State of California Department of Corrections, Division of Adult Parole Operations and the District Attorney.

3. **Balance Membership.**

   The Commission recommends that the Mayor and City Council balance the Commission's membership to better reflect the impact the gang issue has at all levels of the community.

Gang Documentation Issues

1. **Parents need to know when their child is about to be documented as a gang member.**

   The Commission recommends that the City of San Diego Police Department research the Federal/state government guidelines regarding CAL Gangs allowing the department to notify parents when their child is about to be documented as a gang member.

   Currently, the City of San Diego Police Department has a letter that alerts parents to the consequences of their child's actions. However, the Police Department cannot alert parents that their child is about to be documented per restrictions by the Federal and state governments.

2. **Address Community Concerns about the criteria for documenting gangs.**

   The Commission recommends that the City Council request that San Diego Police Department Street Gang Unit review the way it uses the following criteria for documenting gangs.

   The San Diego Police Department's Street Gang Unit policy requires that an individual may be "documented" as a gang member when:

   - He or she has three separate contacts with police meeting one or more of the criteria listed below, or
   - One contact with three or more of the criteria listed below.

   1. Subject has admitted to being a gang member
   2. Subject has been arrested alone or with known gang member for offences consistent with usual gang activity.
   3. Subject has been identified as a gang member by a *reliable informant/source*.
   4. Subject has been identified as a gang member by an *untested informant*
   5. Subject has been seen affiliating with documented gang members
   6. Subject has been seen displaying symbols and/or hand signs

7. Subject has been seen frequenting gang areas
8. Subject has been seen wearing gang dress
9. Subject is known to have gang tattoos

3. **Rehabilitated gang members should be able to get off Cal Gangs in three years.**

The Commission recommends that the City Council establish a panel in collaboration with the District Attorney's office to hear petitions from documented gang members who claim to be rehabilitated to be removed from the CAL Gangs list after three years, not five years.

Rehabilitated gang members should be able to get off Cal Gangs in three years. Testimony of not having been arrested during the three-year period is insufficient for removal from Cal Gangs within three years. Additional demonstration of rehabilitation would be needed, i.e. 300 hours of community service, full restitution of fines and other solid examples of changed behavior could be considered. Sentencing guideline changes could address this issue.

Appendix

1. Expert Resources List
2. Neighborhood Involvement:
    - Listening Tour
    - Neighborhood Reports
        - Linda Vista
        - Southeastern Workgroup
3. Cities Resource List
    A. San Jose “Reclaim Our Youth”
    B. San Bernardino’s Operation Phoenix

Resources

Snyder & Howard, 2006, **Juvenile Offenders and Victims: 2006 National Report**, Office of Justice Programs, Partnerships for Safer Communities, Office of Juvenile Justice and Delinquency Prevention

Bureau of Justice Monogram,1998, **Addressing Community Gang Problems: A practical Guide**

San Diego Juvenile Justice Coordinating Council, January 2001, **Comprehensive Mulitagency Juvenile Justice Plan,** submitted to the California Board of Corrections

Chief of Police Jerry Sanders, January 1998, **Juvenile Services Realignment Task Force Final Report**

Constance Rice, Co-Director Advancement Project Los Angeles, 2006**, A Call to Action: A Case for a Comprehensive Solution to LA's Gang Violence Epidemic,** Advancement Project Los Angeles

Report authored by William Christeson, M.H.S. and Sanford Newman, J.D.2004 for Fight Crime, Invest in Kids, **Caught in the Crossfire: Arresting Gang Violence By Investing in Kids**

Wilson, Hiromoto, Fain, Tita, & Riley 2004, **Homicide in San Diego: A Case Study Analysis,** Prepared for the Office of Justice Programs

San Jose Mayors Gang Prevention Task Force, **Reclaiming Our Youth: Mayor's Gang Prevention Task Force Workplan 2005-2007**.

Finn-Aage Esbensen, 2000, **Preventing Adolescent Gang Involvement,** OJJDP NYGC Bulletin; US Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention

Pennell, Evans Melton and Hinson, 1994, **Down for the Set: Describing and Defining Gangs in San Diego**, SANDAG's Criminal Justice Research Division Report

Expert Resource List

Flannery & Huff 1999, **Violence, Prevention, Intervention and Social Policy**, American Psychiatric Press, Inc.

Howell, James 2006 The **Impact of Gangs on Communities**, OJJDP NYGC Bulletin; US Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention

Moore, Jennifer, 2000, **Fighting Gangs: What Doesn't Work -A five-city federal demonstration yields lessons**, OJJDP Bulletin, US Department of Justice, Evaluation Spotlight.

Egley, Maxson, Miller & Klein, 2006, **The Modern Gang Reader**, (3rd Edition), Roxbury Publishing Company

Klein & Maxson, 2006, **Street Gang Patterns and Policies,** Oxford University Press

Short & Hughes, 2006, **Studying Youth Gangs,** Altimira Press

Kennedy, David, 2007, **MAKING COMMUNITIES SAFER: YOUTH VIOLENCE AND INTERVENTIONS THAT WORK** Prepared Testimony before The House Judiciary Subcommittee on Crime, Terrorism, and Homeland Security, February 15, 2007.

Know, George 2006, **FINDINGS FROM THE K-12 SURVEY PROJECT: A Special Report of the National Gang Crime Research Center**

Greene, Judith and Pranis, Kevin, July 2007, **Gang Wars - The Failure of Enforcement Tactics and the Need for Effective Public Safety Strategies** A Justice Policy Institute Report

Commission on Gang Prevention and Intervention Listening Tour

Since November 2006, over 100 people in a variety of venues have shared their concerns, opinions and ideas on how to impact the gang problem in the city. We have listed these venues at the end of this document. The following is a qualitative summary of those conversations with the Commission on Gang Prevention and Intervention. Conversations were with parents, teachers, young people, old and young gang members as well as service providers and law enforcement. This is an anecdotal summary. Along with a review of best practices and further community input, this will inform the Commission's Action Planning.

Summary of General points:

- Community members felt:
    - Gang involvement can often start at a young age. Middle school kids whose brothers are hardcore gang members or who are intimidated into fitting in with others, start wearing the clothes, and throwing the signs at 9 and 10 years of age.
    - Gangs commit crimes and live all over the City.
    - Gang violence includes bullying (that goes along with recruiting and intimidation) in schools, at parks, and on certain streets in communities as well as the drive by shootings and homicides recorded by the police.
- Victims of gang violence along with older gang members pointed out that some of the violence is instigated by females (some are gang members but some are just girlfriends of gang members) as a way to create havoc or competition within gang scene.
- Some older gang members have now moved into prostitution, pimping young girls.
- Community members were well aware that gangs were broadcasting on the Web on MySpace, YouTube and other social network web sites.

The Causes of Gang involvement

- *Lack of Family Involvement*

- In the first Listening Tour event, youth indicated that they feel a lack of parental involvement
- Probation officers decried the lack of parental interest and supervision of the juveniles in the probation system.
- Community members pointed to seeing Mothers not take an interest in misbehavior and not want to set boundaries for their children
- School administrators pointed out that parents sometimes came to school as high as their child or "tatted" out indicating family gang involvement.

- *Peer Pressure*
  - Young people from Mira Mesa to Southeastern discussed the peer pressure to join gangs starting as early as middle school.
  - In order to be part of the "In-scene" many youth feel the need to join gangs. It looks cool and these youth get lots of attention.
  - In order to be protected from bullying at school or on the street, joining a gang seems easier than avoiding the situation.
- *Lack of Community Involvement*
  - Young people don't feel connected to their communities. Isolation in Mira Mesa due to ethnic differences has made it difficult for youth to feel comfortable within their own blocks.
  - Neighbors are fearful and keep to themselves as stories were told of gang incidents happening in the middle of a block and no one reporting the situation.
  - Older gang members felt that the Community churches were not as involved with youth as they could be and had been and as a result youth were not connected to adults who could provide mentoring and models of more positive life styles.
- *Lack of Alternative Activities*
  - Boredom seemed to be a thread in many of the conversations with youth. There is nothing to do was the cry. Several youth explained that gang activities were a way to fill time during the day.
  - No safe places to just hang out. Youth do not feel safe in many of the public parks.

    - Walking home from school or going to youth facility can be dangerous because of gang affiliation.
- *Lack of Jobs*
    - Young adult gang members at a community forum indicated that jobs with future would be the best alternative to gangs.
    - Young adult gang members want to start work at an earlier age – 14 instead of 16.
    - Probation officers indicated that many of the juveniles need gainful employment in order to stay away from the gang lifestyle.
    - Older gang members indicated that gainful employment was needed to support their families.
- *Lack of Social Services in the Areas*
    - Parents need support to cope with the youth who are struggling with the issue. Sometimes this is counseling and sometimes it is interventions.
    - Parents themselves need to be in counseling for their own lack of parenting skills.
    - Social services are not organized to meet the needs of working parents or provide services at times when most needed (after school and between the hours of 4-8p.m.)

Recommendations for Change

As stated at one meeting, whatever is being done now is not working and alternatives need to be tried. Here is a list of ideas and recommendations:

- Include youth in working on solutions and have more open forums for them to discuss issues.
- More after school programs that include sports programs, learning/tutoring programs and enrichment programs for youth.
- Library hours need to be extended for access to computers so that homework can be done.
- Park and Recreation programs need to be expanded to provide alternatives for youth.

- Teachers and Parents need to be educated about gang involvement so they can be more involved in young people's efforts to stay away from gangs.
- Parenting programs need to be instituted in all communities.
- Schools need to be safe havens not battlefields for gangs or the recruitment of gang members.
- School teachers are important models, but many seem not able to relate to at risk youth and help them get the educational support they need.
- Many young complained that school curriculum was not relevant to their lives.
- Community based resources; churches, schools and law enforcement need to talk with each other in the community to better resolve family issues within a community before they become gang issues.
- Community Policing needs to come back to San Diego.
- Ex-gang members can be resources for reaching youth involved in the gang lifestyle and helping them makes better choices.
- Mentors are crucial in a young person's life. Mentorship programs of all levels and types should be instituted.
- Public areas like parks need better security or police presence on a regular basis.
- Jobs need to come into the community. Job training is a must so that young people learn job skills and hold onto jobs. Some youth want the age to be able to work to be lower
- Many young people are filled with hate and self-loathing. Programs should be multifaceted besides building self-esteem; they should provide counseling and build social skills.
- The whole community (in Linda Vista, Mira Mesa, Mid City, and Southeastern) needs to be involved in the solutions.

Community Listening Tour:

Linda Vista Boys and Girls Club Teen Center

Mid-City CAN Latinos y Latinas en Acci**ó**n

Probation Managers Meeting

Overcoming Gangs Community Forum

Mira Mesa Youth Collaborative (UPAC)

OG (Old Gang Member) meeting

Victims of Gang Violence meeting

Reality Changers

Southeast Coalition

Black Men United

CHOICE Program

Jacobs Center for Neighborhood Innovation

Commission/SDOP Dialogue

San Diego Unified Teachers and Principals

The City of San Diego's Commission on Gang Prevention and Intervention
Community Solutions: Creating Regional/Neighborhood Anti-Gang Initiatives

Linda Vista recommendations:

Involve youth in community organizations and collaboratives on a more meaningful basis. Not just bow to them and then not have a real forum for them to speak to the group

Engage school district in a more meaningful and constructive way. Example of an unconstructive way: was the senior presentations, they seem very contrived.

Financial support for the Montgomery Family Success Center and Linda Vista Healthy Start.

Expand avenues for healthy competition. Have rec centers open when youth are available.

Need youth outreach workers who are in community during the same hours as police not 9 – 5

Need Faith based group actively involved, not just in their building

Engage politicians to set up a youth service dept.

Linda Vista needs an ongoing group that speaks with one voice for the issues of the community

Example the Linda Vista Collaborative

Below is additional information from the Safe Passages survey conducted at Montgomery Middle School in Linda Vista in March of 2007

TOP UNSAFE/DANGEROUS PLACES AROUND SCHOOL

	8th Graders	7 th graders	6th graders
Parks	38%	55 %	39 %
Streets Neighborhoods Alley	28 5	29 %	33 %
Business, Stores Gas stations	20 %	14 %	21 %
Bus stop, Train Station	4 %	11 %	8 %

38 of 6th graders gave no response, 42 7th graders and 70 8th graders.

Unknown Youth

The Youth Violence Listening/Safe Neighborhood Project Update
July 10, 2007

In March, phase one of the Jacobs Center for Neighborhood Innovation's Youth Violence Listening was completed and a draft report prepared. On March 5, participants in the listening project were convened along with other members of the community who were involved in youth work (representatives from the police department, social services agencies, and parents. The group was asked for ideas on how to develop a coordinated strategy to address group violence. One suggestion was to create a "safe zone" area. Several members of the participants were already engaged in created a 'safe passage" for students from Gompers before and after school. Following this meeting, Lynn Sharpe-Underwood, the Director of the Gang Commission established by 4th District Councilman Tony Young, informed JCNI that the Commission was holding county-wide "Community Solutions Conference" on May 10 which would include representatives from neighborhoods across San Diego which had the most youth violence and gangs. The Conference would bring several speakers from communities where strategies had been developed that worked and breakout sessions where each community could begin planning its own strategies. She asked if JCNI would facilitate southeastern San Diego's breakout session.

JCNI used this opportunity to connect the idea of creating a "safe zone" with the Gang Commission, Councilman Young's office, and the leaders of organizations in the community. Ron Cummings called all of the leaders, as well as youth and parent representatives and asked if they would participate in planning a safe zone and if they would attend the Conference to discuss: 1) what is a safe zone? and 2) how would we plan one? All participants agreed to this strategy.

Over fifty people signed up for the southeastern breakout session and seventy-five actually attended. The group participated in a workshop brainstorming in table teams what would be included in a safe neighborhood area. The workshop ideas were documented and clustered by topic areas (education, youth programs, family support).

Participants in the JFF Youth Violence Listening Project and the Gang Commission's Community Solution Conference were convened on June 21 to begin action planning a Safe Neighborhood area along the 47th and Market Streets corridor. Mshinda Nyofu briefed the group on the work currently being done to create a Safe Passage from School Program at Gompers Charter Middle School. It was recommended planning build upon this work.

The group reviewed the ideas brainstormed at the Community Solutions Conference on what would be included in a Safe Neighborhood area and selected priorities. Youth Programs and Activities, Neighborhood Involvement, Schools, and the Faith Community were chosen. Four working teams were assigned to develop three actions in each areas which would be implemented in

thirty days. The teams reported on their action steps were documented. A map was distributed and the boundaries for the Safe Neighborhood area were discussed. Some members felt that focusing on a target area excluded participants and that the issues of youth and gang violence were widespread. Others continued to believe a pilot geographical area approach was an effective way to address the issue. The strategies and learnings could then be shared and expanded.

JCNI sent a five-member team to the Omega Boys Club training led by Dr. John Marshall to a three-day training on gang intervention June 25-27. Dr. Marshall approaches gang involvement as a public health issue and provides strategies for addressing it as an addictive behavior. Team members Luis Natividad, JCNI staff member leading the youth violence work, Mshinda Nyofu, Stefan Wilson of Overcoming Gangs, Ana Soto, Southeastern Teen Center, and Duane Phillips, Market Creek Plaza Safety Ambassador Supervisor attended.

A Safe Neighborhood planning meeting was held on July 9. Participants in the Omega Boys Club training reported and the team developed a five-part action plan to launch the Safe Neighborhood work: 1) conduct community listening in the 47th and Market Street target area with residents and recruit a core group of resident leaders, 2) conduct outreach to youth in the area to recruit a Youth Leadership Team, 3) support the planning and implementation of a Safe Passage to School program the area, 4) develop a plan to launch a the Safe Neighborhood Project on International Peace Day, September 21, and 5) provide training to parents, youth, and community leaders on the Omega Gang Training Model on issues of domestic violence.

The planning team will meet again on July 25 to develop action steps for each area and identify a date to re-convene the group from the June 21st meeting.

The San Diego Neighborhood Funders Family of Funds
$50,000 Youth Violence Mini-Grants Program

The Jacobs Grant Team developed a two-part strategy to disburse the FOF Mini-Grants Fund. To keep the disbursement simple and not create additional guidelines and competition for the funds, the Team recommended disbursing $5,000 each to five grassroots groups who participated in the Jacobs Youth Violence Listening Project and presented at the SDNF Learning Agenda briefing on gang violence. These groups are also participating in the design of the Safe Neighborhoods Project. Groups would only need to identify how they would use the funds and verify that use in a report. Ron Cummings presented this recommendation to at the Family of Funds meeting in April and it was approved. Ron called all the participants who agreed to this strategy. The funds are being disbursed to the follow groups: 1) Overcoming Gangs, 2) Victory Outreach, 3)

Black Men United, 4) Ujima Institute for Civic Responsibility, 5) Izcalli/Cirulo de Hombres, 6) Gladiator School of Boxing.

The remaining $25,000 has been placed in a Mini-Grants Fund. Any Gang/Youth Violence group in the southeastern San Diego community can apply for up to $2,500 to implement small projects.

Mayor's Gang Prevention Task Force

177 Square miles

945,000 people

10th largest U.S. city

Safest U.S. city with population over 500,000

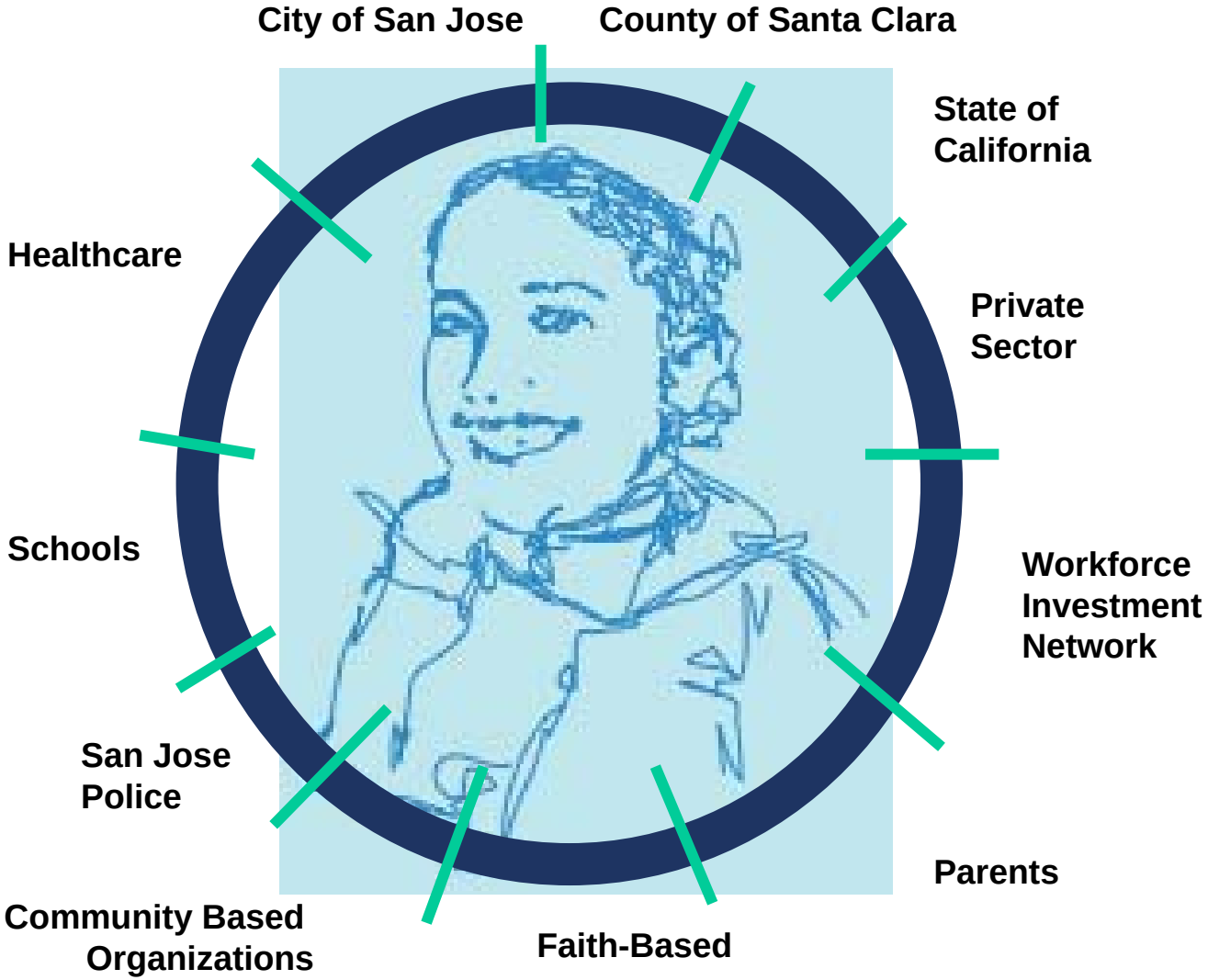
Vision:

Safe and healthy youth connected to their families, schools, communities, and their futures

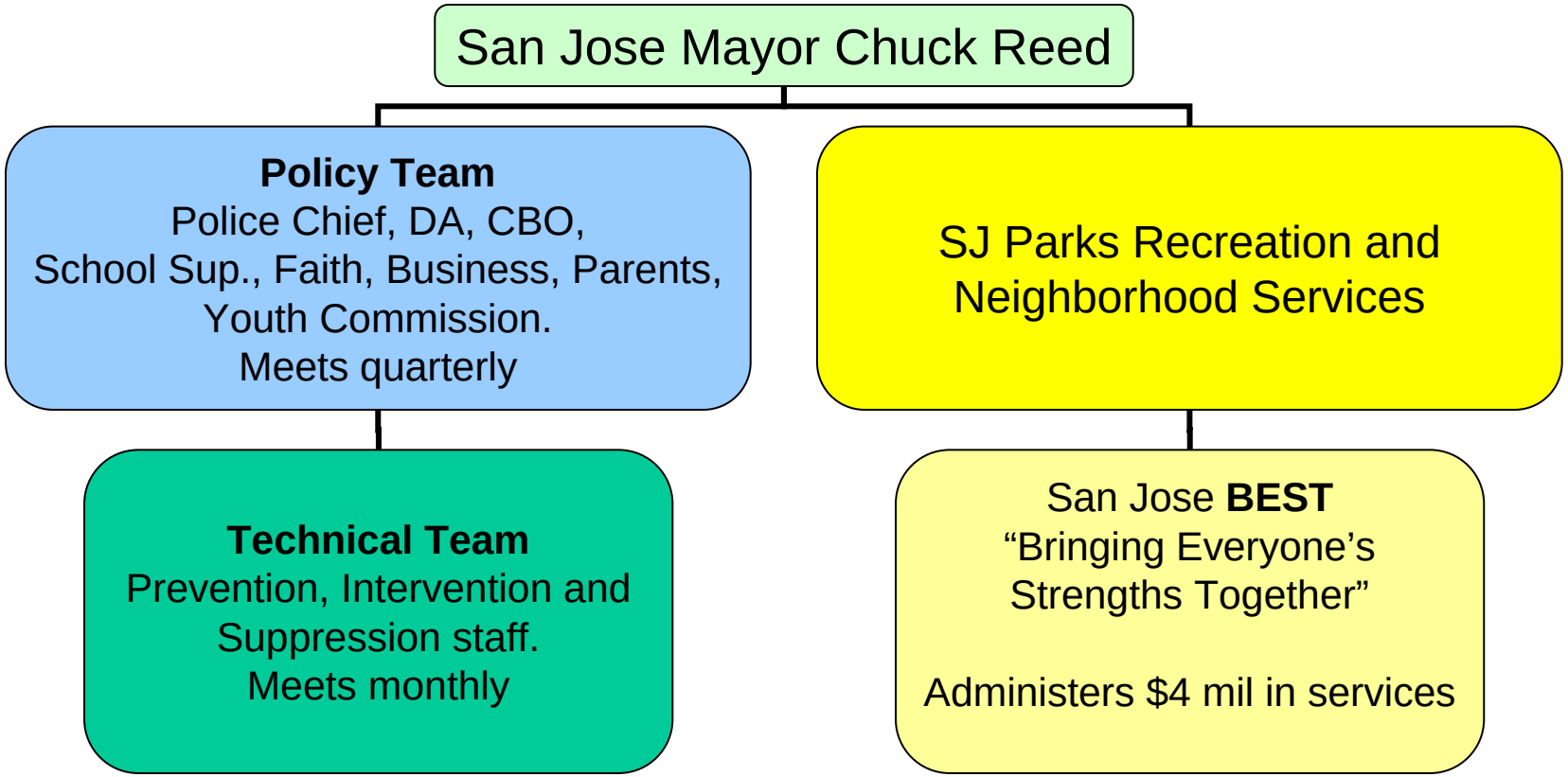
Goals/Outcomes:

1. A seamless service delivery system
2. Safe schools, safe neighborhoods
3. Well-trained and funded service providers
4. An informed public
5. Leveraged resources

Who We Are...


City of San Jose
County of Santa Clara
State of California
Private Sector
Workforce Investment Network
Parents
Faith-Based
Community Based Organizations
San Jose Police
Schools
Healthcare

MGPTF Structure



San José MGPTF Strategic Services

- Gang Prevention
  - Gang Awareness/Education
  - Anger Mgt
  - Decision Making skills
- Gang Intervention
  - Diversion/removal from area
  - Truancy Intervention/services
  - Youth/Family Counseling
  - Parks Dept staff night sports
  - Job Training
  - Domestic Violence counseling
  - Role Models/mentoring
  - Substance Abuse services
  - Volunteer opportunities
  - Tattoo removal
  - Alternative Education
- Group specific services
  - Hispanic
  - Vietnamese
  - African-American
  - Filipino
  - Female

- Faith Based services
- Gang Suppression
  - Incarcerated/Re-entry services
  - School Safety Multi-Disc. Team
  - Community safety/ Neighborhood Watch
  - Criminal Justice/Law Enforcement agencies: local, state and national levels
  - Coordination of investigation and field gang patrol teams

Who performs each strategy?

Traditional Way of Thinking

Prevention	Intervention	Suppression
Schools, Parents, Churches	Youth Workers, Counselors	Police, DA, Corrections, Probation, Parole

Who performs each strategy?

Innovative Thinking.

Everyone can do all three strategies

Prevention	Intervention	Suppression
Schools, Parents, Churches	Divert kids away from violence, After School Activities	Help law enforcement identify and prosecute criminals, report intelligence
Teach families about consequences of gang violence, promote Developmental Assets	Youth Workers, Counselors	Help law enforcement identify and prosecute criminals. Maintain credibility with youth
Connect with youth/families, teach them about consequences, promote Developmental Assets Law Related Education	Intervene in pending violence, refer youth to alternatives, remove or place kids away	Police, DA, Corrections, Probation, Parole

Prevention Strategies

- View youth as assets, not liabilities or problems
- Initiate a relationship using Developmental Assets
  - 41 Developmental Assets for youth development
  - www.Projectcornerstone.org
- Age appropriate services: 8-12 yrs., 12-16 yrs.
- Build Resiliency Capacity:
  - Social Competence: ability to form relationships
  - Problem Solving: recognize challenges, choices, consequences, expectations to solve problems
  - Autonomy: independent positive sense of self, not overly influenced by peer pressure
  - Sense of Purpose: optimism, hope for the future, goals

Intervention Strategies

- Mobilize MDT as needed
  - Activation levels, Communication
- Get the person's attention!
  - S.E.E. Significant Emotional Event
  - Appeal to emotions first, what it feels like to be hurt, incarcerated, or dead. Family too.
  - Cerebral cortex isn't developed till age 22.
- Have them visualize what they want to do with their life, vs. where they are currently going. The difference = **motivation!**
- Make a plan to get out of the gang and DO IT. – Cognitive/Behavioral
- Set-up referral services and follow-up monitoring.

Suppression Strategies

- If gang violence is about to occur, or in progress, report it to 9-1-1
- If you learn about a gang crime perpetrator's identity, location, or vehicle, report it to SJPD or 293-GANG Tip Line
- Balance your rapport with your youth and your duty to hold youth accountable for their actions and help public safety.

Accomplishments

- Since 1994, the rate of violent felony juvenile crime declined by 52%.
- FY05: 4,204 unduplicated clients
- FY05 BEST granted $2.4 mil, matched with $1.8 mil for a leverage rate of 73%.
- BEST spent $987 per client, $12.71 per hour.
- 87% satisfaction rate for services provided.
- Positive behavior changes in 71% of the clients

First Steps:

- Identify, assemble and bind a community collaborative to reduce gang violence
  - 830.1 Welfare and Institutions Code
- Establish goals, objectives and contributions for all parties.
- Be prepared for disagreement and conflict – use vision, mission and dialogue to resolve differences

830.1 W&I Code

- Members of a multi-disciplinary team
- engaged in the prevention, identification, and control of crime
- can share nonprivileged information
- for the prevention, identification, or control of juvenile crime or criminal street gang activity

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OPERATION PHOENIX

Changing Minds, Changing Hearts, Changing Culture

Operation Phoenix – Overview

“Suppression, Intervention, and Prevention. These are the pillars upon which we will re-build our city out of the ashes of crime and violence, and into a shinning example of peace, prosperity, and renewal.” -- *Mayor Morris’ Operation Phoenix Crime-Fighting Program (published December 2005)*

-- OVERVIEW OF TARGET NEIGHBORHOOD --

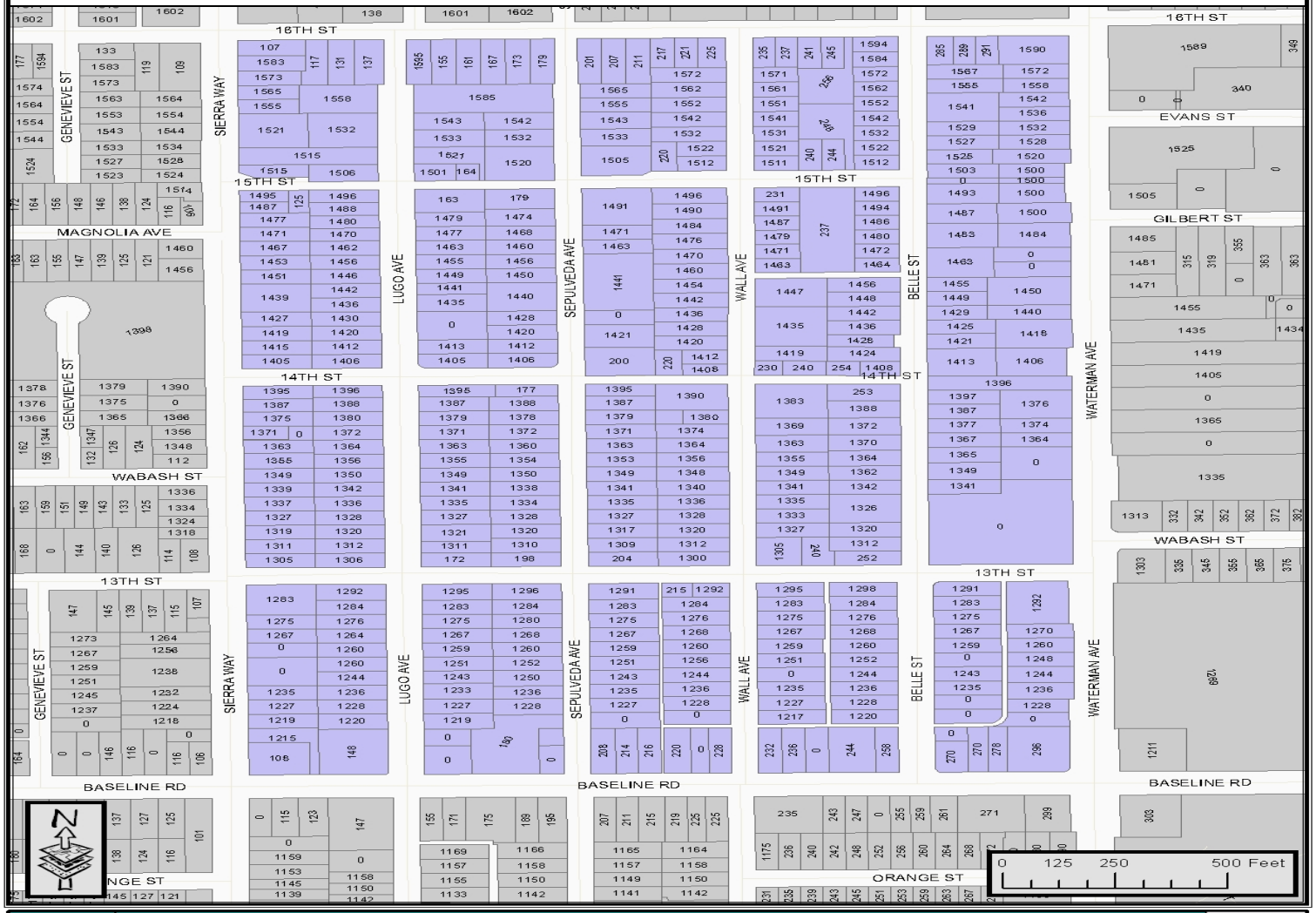
- Physical Characteristics (map on next slide):
  - ✓ 20-block area located between Waterman Ave & Sierra Way, and Baseline Rd. & 16th St.
  - ✓ Boundaries are concurrent with Police Reporting District SR1270;
  - ✓ 287 Part 1 crimes (murders, rapes, robberies, assaults, burglaries, GTA) between Jan. 2005 and March 2006 – the highest concentration in the entire city;
  - ✓ 47% of residential properties are multi-family, 53% are single-family;
  - ✓ 40% of residential properties are owned by absentee landlords – 38% live out-of-town;
  - ✓ 852 residential units in neighborhood – 58% owned by absentee landlords

- Approximate Demographics (from CSUSB survey)
  - ✓ Median age: 36 years
  - ✓ Ethnicity: Hispanic (59%), African-American (23%), Caucasian (11%) Other (3%),
  - ✓ Unknown (4%)
  - ✓ Housing: Rent (74%), Own (20%), Live w/ Relatives (2.5%), Unknown (3.5%)
  - ✓ Transience: >1 year at residence (34%), 2-4 years. (31%), over 4 years (21%),
  - ✓ Unknown (4%)
  - ✓ Household Income: Median Income = $17,500, Mean Income = $21,500

Operation Phoenix - Neighborhood Initiative

PARCEL MAP – TARGET NEIGHBORHOOD

16th Street to Baseline Road – Sierra Ave. to Waterman Ave.



Operation Phoenix
Target Area

City of San Bernardino

Investment & Actions

-- OPERATION PHOENIX CENTER --

- Economic Development Agency - Information Technology Dept. - Facilities Dept.
- Parks, Recreation & Community Services Dept. - Code Enforcement Dept.

Facility Leasing, Improvements & Maintenance

- The OP Center is a 25,000 square foot leased building that provides a central location for the coordinated delivery of services and programming by participating government agencies and community organizations to the target neighborhood.
- The OP Center provides office and work space available to the agencies and community groups to facilitate their collaboration and service delivery to the neighborhood. There is also a small grass and outdoor play area adjacent to the building.

✓ **Rent and Utilities = $74,100**

✓ **Facility Improvements = $35,800**

✓ **Staffing & Maintenance = $5,400**

-- OPERATION PHOENIX CENTER --

(cont.)

Staffing, Equipment, Supplies & Programming

- The OP Center is open Monday thru Friday, and many Saturdays.
- Programming at the OP Center has involved over 3,800 participants in activities such as: dance, sports, homework and computer classes, arts & crafts, singing, journalism, and parenting classes.
- The OP Center has a dedicated computer and homework center for after-school programming.
- The OP Center staff has facilitated many fieldtrips and extracurricular events for the youth who attend the OP Center.

✓ **Staff Time = $76,600**

✓ **Supplies & Equipment = $32,700**

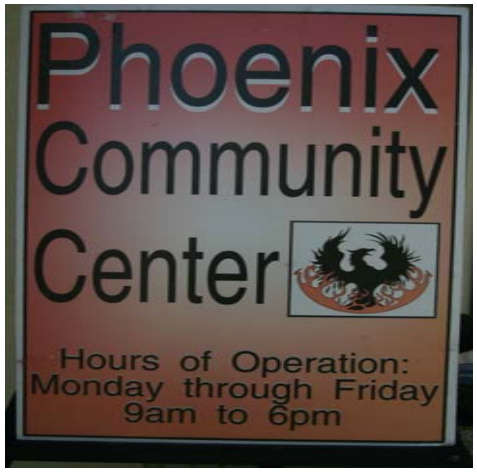
-- OPERATION PHOENIX CENTER --

Schedule & Weekly Activities

Activity	Age	Day	Time	Fee
• Open Recreation	5 – 17	M – F	9:00a.m. – 6:00p.m.	None
• Arts & Crafts	5 – 17	M – F	9:00a.m. – 5:30p.m.	None
• Computer Lab	5 – 17	M – F	9:00a.m. – 5:30p.m.	None
• Homework Club	5 – 17	M – F	2:00p.m. – 5:30p.m.	None
• **Out Door Activities**	5 – 17	M – F	4:00p.m. – 5:30p.m.	None
• **Fine Arts Program**	5 – 17	M, W	3:30p.m – 4:30p.m.	None
• **Teen Hip – Hop**	13 – 17	M, F	3:30p.m. – 4:30p.m.	None
• **Kid Hip – Hop**	5 – 12	M, F	4:30p.m. – 5:30p.m.	None
• **Aerobics (Women Only)**	18 & Up	Tu, Th	11:30a.m. – 12:30p.m.	None
• **Parent & Me**	14 – Adults	Tu, Th	1:30p.m. – 2:30p.m.	None
• **English Second Language (ESL)**	open	Tu, Th	4:00 p.m. – 5:00p.m.	None
• News Club	10 – 17	Tu, Th	4:00p.m. – 5:00p.m.	None
• Teen Club	13 – 17	W	4:00p.m. – 5:00p.m.	None
• **Reading for Fun**	5 – 17	F	3:30p.m. – 4:30p.m.	None
• **Eat what you Cook**	5 – 17	F	4:00p.m. – 5:00p.m.	None
• Birthday Club	5 – 17	Last Friday of the Month	4:00p.m.	None

(Bold print indicates activities started in 2007)

- Special Events: New special event each month. All ages (Monthly performances, practice M, W, Th)
- Team Sports: Seasonal (Basketball, Flag Football, & more)
- Group Games: Badminton, Dodge ball, Frisbee, Outdoor Basketball, Soccer, Volleyball (Daily)



Attendance:

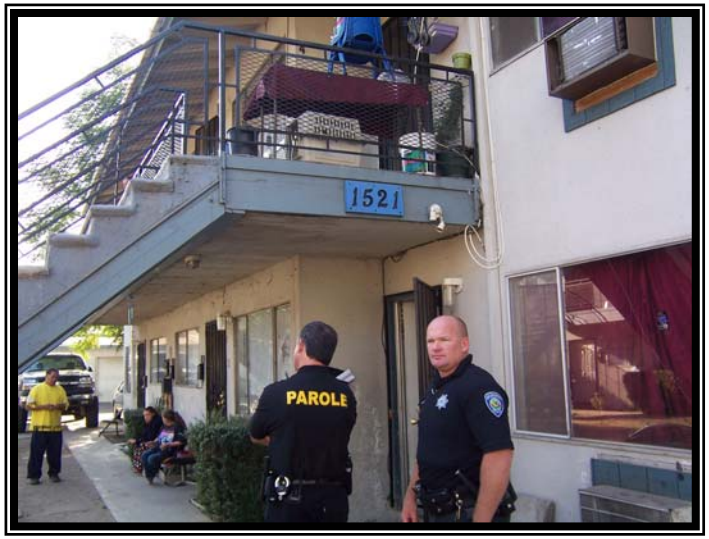
– August	625
– September	498
– October	773
– November	654
– December	596
– January (2007)	725
	3,871 Total

Operation Phoenix - Neighborhood Initiative

City Investment & Actions

-- NEIGHBORHOOD POLICE SERVICES --

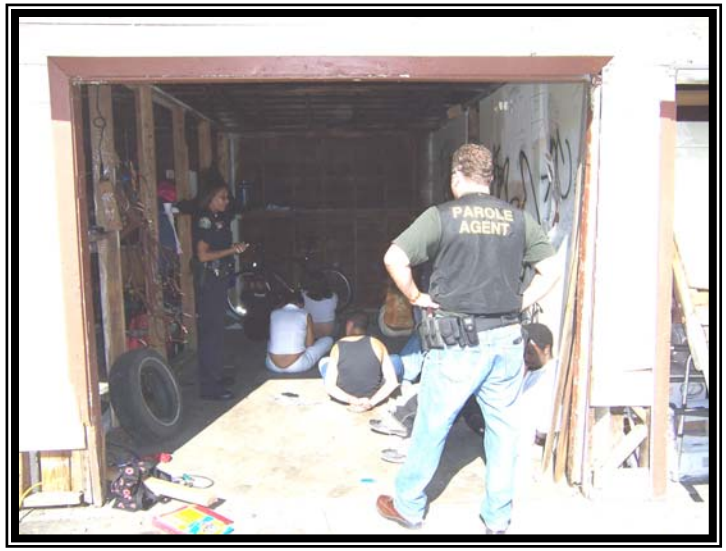
- Corridor Patrols (along Baseline and Sierra Way borders)
- Crime Impact Team Deployment
- Partnering with California Highway Patrol and Sheriff's Department.
- Multiple Enforcement Team – Intensified Patrols
- Vice - 33 Prostitution Sweeps
- Narcotics - 9 Search Warrants Served
- 3 Curfew Sweeps - Based out of Operation Phoenix Center
- Truancy Sweeps (coordinated with SBCUSD school police)
- Compliance Checks by Area Parolee Coordinator



-- NEIGHBORHOOD POLICE SERVICES --
(cont.)

- Assisted Partner Agencies with:
  - Code Enforcement administrative warrants
  - 187 referrals to Adult Protective Services/Child Protective Service/Domestic Violence Advocate
  - Victim/Witness Advocate Investigations
  - Blight removal / clean-up
- Area Detective and Problem Oriented Officers assisted with the closure of high calls for service properties
- Area personnel give Crime Prevention and Awareness classes at local elementary schools
- Completed Crime Free Rental Housing Training for 5 large apartment complexes
- Ongoing recruitment and development of Neighborhood Watch Block Captains

✓ **Staff Time = $62,000**



-- NEIGHBORHOOD PHYSICAL IMPROVEMENTS --

- Public Services Dept. - Code Enforcement Dept. - Fire Dept.

City Street, Landscaping, and Lighting

Public Services Department crews partnered with work release crews, neighborhood residents, Make-A-Difference Day volunteers, and Southern California Edison to make the following physical improvements in the neighborhood:

- 128 new street trees planted;
- extensive trimming of existing street trees;
- significant street lighting upgrades and improvements;
- street sign repair and replacement.

A total of almost 6,000 hours of labor was expended on the public improvements.

✓ **Labor & Materials = $59,300**

✓ **Contracted Services = $21,800**

-- NEIGHBORHOOD PHYSICAL IMPROVEMENTS --
(cont.)

Code Inspections, Enforcements & Clean-ups

- Since July 2006, the Code Enforcement Department organized and led several multi-agency sweeps of high calls for service properties, conducted 761 property inspections, issued 120 citations, and towed 15 inoperable vehicles in the targeted neighborhood.
- The department recovered fees for 55 administrative citations, 4 hearing orders, and 26 vehicle tows.
- Code Enforcement staff has also partnered with Los Padrinos, residents, and other organizations to conduct various property clean-ups throughout the neighborhood.

✓ **Staff Time = $73,800**

✓ **Materials = $3,800**

✓ **Recovered Fees & Fines = ($45,700)**

Operation Phoenix - Neighborhood Initiative

City Investment & Actions

Operation Phoenix - Neighborhood Initiative

City Investment & Actions

Operation Phoenix - Neighborhood Initiative

City Investment & Actions

Amber Court Apartments

[256 calls for service in year prior to closure]

-- NEIGHBORHOOD CAPACITY BUILDING --

- Economic Development Agency

- Code Enforcement Department

Block Parties & Neighborhood Watch Organizing

- Block parties have been conducted at various intersections throughout the neighborhood to facilitate neighbor-to-neighbor interaction and expose residents to services, resources, and opportunities available at the Operation Phoenix Center.
- Increased community activism sparked by the block parties has helped lay the foundation for creation of a neighborhood watch program currently underway.

✓ **Labor & Materials = $11,100**

-- NEIGHBORHOOD CAPACITY BUILDING --

(cont.)

- ***Permanent Community Center & Gym***

  The Operation Phoenix Foundation has been working with the First Church of the Nazarene to design and construct a new permanent community center and gymnasium. The project will be built with donated funds, labor, and materials. The community center will support the ongoing Operation Phoenix services and programming for the target neighborhood and surrounding area.

  ✓ **Design Costs = $4,000**

- ***Operation Phoenix Foundation***

  To help sustain Operation Phoenix in the target neighborhood, and to expand Operation Phoenix to other areas of the city, a nonprofit foundation has been established. To date over $350,000 in cash and donations has been received or pledged.

  ✓ **Organizing and Grant Writing = $6,000**

County of San Bernardino

and

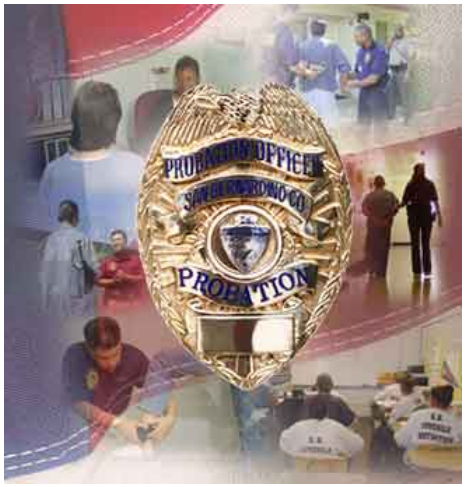
San Bernardino City Schools

Investment & Actions

Operation Phoenix - Neighborhood Initiative

County Investment & Actions

-- PROBATION DEPARTMENT --



- Several Juvenile Probation Officer caseloads consolidated into one Juvenile Probation Officer 3.5 days per week/one night shift per week for better coordination with Operation Phoenix partner agencies.
- One Full-Time Adult Probation Officer assigned to the area before Operation Phoenix started.
- From June 2006 to January 2007, 46 arrests and 400 contacts have been made with both juveniles and adults. In June 2006 there were 80 adult probationers in the target area, that number has dropped to 15; however, the caseload is fluid as cases are opened and closed.
- By maintaining high visibility, conducting field contacts and arrests, the Probation Department has contributed to the reduction of crime in the area
- Probation has more resources for probationers through the networking and collaboration.
- In the area of prevention, the Probation Department has provided parenting classes for multiple families in the Operation Phoenix area.
- New relationships were forged with other agencies and existing relationships were strengthened.
- Parenting classes

✓ **Total Cost of Contribution = $0 (No Cost Impact-Existing Caseload Activity)**

Operation Phoenix - Neighborhood Initiative

County Investment & Actions

-- DISTRICT ATTORNEY'S OFFICE --

- Deputy DA does Community Oriented Prosecution including: 1) problem solving with partner agencies on public safety and quality of life issues, 2) developing interagency prevention, intervention and enforcement strategies in targeted geographic areas, and 3) integrating proactive approaches to root causes of crime and reactive approaches, arrest, and prosecution.
- The prosecutor plays a role in response to community initiatives and activities involving other criminal justice agencies, increased emphasis on levels of crime, and interest among residents in contributing to the efforts aimed at addressing disorder in the community.
  - ✓ One half-time Deputy DA = $110,903 (salary & benefits)
  - ✓ One .15 FTE Chief Deputy DA = $23,348 (salary & benefits)
- The Victim Advocate provides emergency counseling, referrals and intervention to 25 victims of crime from the Operation Phoenix area.
  - ✓ One full-time Victim Advocate II = $ 43,927 (salary and benefits)

✓ **Total Contribution from County General Fund = $178,178**

Operation Phoenix - Neighborhood Initiative

County Investment & Actions

-- DEPARTMENT OF BEHAVORIAL HEALTH --

- 14 DBH Staff assigned representing six different DBH programs including: 1) Children's Crisis Response Team, 2) Alcohol and Drug Services, 3) Homeless Program, 4) Vista Guidance Centers, 5) Mental Health Services Act, and 6) Phoenix (Adult and Children's) Clinic on Gilbert Street.
- DBH Staff participate in: 1) Operation Phoenix Headquarters Staffing, 2) Street Team Meetings, 3) Code Enforcement Sweeps, and, 4) Operation Phoenix Block Parties.
- Coordinated with SBPD on 24 calls for children needing emergency psychiatric services and evaluations.
- Coordinated with City Fire, City Schools, and Probation, to develop a program for juvenile fire setters.
- "Ride-A-Longs" with SBPD to outreach to the homeless.
- Implemented environmental alcohol and other drug prevention strategies in collaboration with SBPD Vice Unit and Public Health.

✓ **Total Contribution from State and Federal Funds = $125,134**

- ✓ **58.5 hours per week of staff time = $49,808 (year to date)**
- ✓ **48 Face-to-Face contacts @ $1,569.29 per contact = $75,326 (year to date)**

-- DEPARTMENT OF PUBLIC HEALTH --

- One part-time Public Health Nurse and One part-time Supervising Public Health Nurse assigned to Operation Phoenix.
- 91 cases opened from June 2006 through January 2007.
- 327 clients served/127 minors and 200 adults.

✓ **Total Contribution from State and Federal Funds = $30,033**

Operation Phoenix - Neighborhood Initiative

County Investment & Actions

Collaboration:

- Public Health
- District Attorneys' Office
- Police Department

-- DEPARTMENT OF CHILDREN'S SERVICES --

- DCS professional staff participated in Street Team meetings and Operation Phoenix headquarters staffing 2.5 days per week. DCS staff are also available for and involved in consultation and support to other members of Street Team, Code Enforcement Sweeps, attendance and support of Operation Phoenix block parties, and available to assist residents of the Phoenix area for referrals for service.

Department of Children's Services

- Responded to 21 referrals for child abuse and neglect since September 14, 2006, and provided voluntary family maintenance services to two families requiring additional services.
- Two geographically staffed units of SSPs have been assigned to the 92404 zip code area to implement Family to Family. This area was chosen due to the exceptionally high volume of child abuse reports. DCS is working toward the development of community partnerships to work collaboratively on behalf of children and families and for increased foster care placement resources in the area. Team Decision Making will begin on March 5th for 92404.

✓ **Total Contribution from State and Federal Funds = $28,800**

- ✓ **One full-time Social Services Practitioner (SSP) assigned = $0 (no cost impact - existing caseload activity)**
- ✓ **Additional cost related to Operation Phoenix coordination activities = $28,800**

Operation Phoenix - Neighborhood Initiative

County Investment & Actions

-- CHILDREN'S NETWORK / CHILDREN'S FUND --

and

-- FIRST 5 SAN BERNARDINO --

- 20% of Children's Network Officer's time committed Operation Phoenix coordination activities including facilitation of Street Team and Steering Committee meetings.

  ✓ **Staff Cost Allocation = $21,000 (salary & benefits)**

- Arranged for County surplus property, i.e. furniture, for Operation Phoenix Headquarters (Children's Network).
- $10,000 dedicated to Operation Phoenix through Daily Referral Activity (Children's Fund).
- 400 Christmas toys donated to families in the Operation Phoenix area (Children's Fund).
- First 5 developed a resource center at Operation Phoenix headquarters. No First 5 or County dollars contributed to the resource center development.

✓ **Total Contribution from County General Fund = $21,000**

✓ **Total Contribution from County Children's Fund = $10,000**

-- SAN BERNARDINO CITY UNIFIED SCHOOL DISTRICT --

- Between June 2006 and January 2007, San Bernardino City Unified School District Case Managers provided 63 hours of service to operation Phoenix including participation in meetings and multi-agency sweeps.
- Case Managers made contact with 51 families and 115 students, 30 of those families received referrals for services, 34 students contacted were either not enrolled in school or had attendance issues.
- SBCUSD provided workshops at Operation Phoenix Headquarters on financial literacy and employment skills.

✓ **Total Contribution from SBCUSD = N/A**

Community and Non-Profit Organizations

Investment & Actions

-- VICTORY OUTREACH OF SAN BERNARDINO --

Victory Resource Center of San Bernardino

- Operates many programs that serve youth in the City of San Bernardino. Since the commencement of Operation Phoenix, the Victory Outreach Center has made a focused effort to bring the following youth programming to the target neighborhood:
  - Character Development Classes
  - Leadership Development
  - Drug/Alcohol Counseling
  - Tutoring/Academic Enhancement
  - Recreation & Sports Activities
  - Court Anger Management
  - Occupational Skills Training
  - Life Skills
  - Gang Prevention Group
  - Community Service
  - Sport Activities
  - Mentoring
  - GED Prep Courses
  - Guidance & Counseling
- Since June 2006, the Victory Outreach Center has provided 9,287 hours of services to 312 youths.

Operation Phoenix - Neighborhood Initiative

Community and Nonprofit Investment & Actions

-- LOS PADRINOS YOUTH SERVICES --

- Summer work program:
  - 13 Youth Del Rosa area;
  - 14 Youth Martin Luther King area; and
  - 26 Youth Operation Phoenix area.
- Fencing, sprinklers, and hydro seeding of Operation Phoenix park area.
- Set up and take down for Neighborhood events.
- Trash, weeds and graffiti removal.
- Passing out flyers and newsletters.

-- SAN BERNARDINO COUNTY FOOD BANK --

- Provided food for Neighborhood Celebrations (block parties).
- Provided food for Thanksgiving dinner.
- Provided food for Operation Phoenix Center food bank and snacks for children at the center.

-- FIRST CHURCH OF THE NAZARENE --

- Assisted with Neighborhood Celebrations (block parties)
- Assisted with Christmas Toy Give Away
- Assisted with Thanksgiving Dinner
- Held community events
- Future site of Neighborhood Community Center with Gym and two classrooms
- Saturday food giveaways and community events

-- NEIGHBORHOOD HOUSING SERVICES --

Make A Difference Day - October 28, 2006

- Volunteers worked from 7 am to 1 pm working in 16 blocks. Six roll-off trash bins were placed throughout the area and each bin was dumped and replaced at least 3 times.
- 25-35% of neighborhood residents participated.
- Flyers were handed out door-to-door regarding home improvement grant programs and lead base paint.
- Los Padrinos dumped at least 100 tires and 12 televisions.
- Shrubs/trees were cut and alleys cleared.
- Children under 12, planted seeds at Operation Phoenix center to take home.

-- YOUNG VISIONARIES YOUTH LEADERSHIP ACADEMY --

Programs & Activities

- A.R.T.S. for Youth Program
- Forward Focus Leadership Program
- Youth Violence Prevention Program
- Computer and Keyboard Literacy Program
- Youth/Family Empowerment & Resource Fair
- Job Training and Job Placement Seminar
- Christmas Toys for Needy Children & Families
- Strike Against Violence Emerging (S.A.V.E.) Community Bowling Tournament
- Inland Empire Peace and Justice Community Summit
- Young Visionaries SB Youth Justice Coalition Training
- Young Visionaries Youth Free Day "A Special Place" Children's Museum
- Young Visionaries Youth Peace Summit
- Fieldtrip for 100 Youth to the Los Angeles Angels of Anaheim Game

Operation Phoenix - Neighborhood Initiative

Community and Nonprofit Investment & Actions

-- DONORS TO OPERATION PHOENIX NEIGHBORHOOD EVENTS --

DONOR	CONTRIBUTION
• Stater Brothers' Markets	Food for neighborhood events
• Papagayous	Raffle prizes
• Myagi Sushi	Raffle prizes
• Local meat wholesaler (anonymous)	Meat for neighborhood events
• First Presbeterian Church	Use of facility
• Inland Flowers	Television
• San Manuel Band of Mission Indians	Toys for Christmas give away
• Boo Boo the Clown	Free Face painting
• Imagine Systems, Inc.	Hp Photo Printer
• Fiesta Village	Coupons and performances by mascots
• Empire Wrestling Federation	Wrestling shows at neighborhood events
• Sinfonia Mexicana	Raffle prizes
• Southern California Edison	Angel's tickets for raffle prizes
• Del Rosa Bowling Lanes	Tickets for free bowling
• San Bernardino Symphony Orchestra	Tickets for raffle
• Outback Steakhouse	Catered grand opening
• Glenn Baude	Color television for raffle

Many individuals have also donated significant time and effort to Operation Phoenix events.

Outcomes and Successes

&

Cost Summary

Operation Phoenix - Neighborhood Initiative

Outcomes & Successes – Quantitative Improvements

-- UCR PART-1 CRIME STATISTICS --

Operation Phoenix Area – Jun. 10 to Dec. 31, 2006

Crime	Jun-Dec 2005	Jun-Dec 2006	Change	% Change
Murder	1	0	-1	-100.00%
Rape	0	0	0	0.00%
Robbery	17	20	3	17.65%
Assault	27	20	-7	-25.93%
Burglary	27	12	-15	-55.56%
Theft	31	13	-18	-58.06%
GTA	30	18	-12	-40.00%
Total	**133**	**83**	**-50**	**-37.59%**

Statistical crime data presented in this report reflects incidents known to the San Bernardino Police Department at the close of the reporting cycle (usually, the 15th day of the next month). Reporting is based on guidelines provided by the California Department of Justice (CADOJ) and the Federal Bureau of Investigation (FBI).

Phoenix Area encompasses Police RD: S1270

Jan 24, 2007 50150

KE 20070213

Operation Phoenix - Neighborhood Initiative

Outcomes & Successes – Quantitative Improvements

-- UCR PART-1 CRIME STATISTICS --

Citywide – 2005 vs. 2006 Comparative

Crime	Jan-Dec 2005	Jan-Dec 2006	% Change
Murder	58	46	-20.69%
Rape	70	50	-28.57%
Robbery	905	904	-0.11%
Assault	1520	1017	-33.09%
Burglary	2529	2135	-15.58%
Theft	5549	4708	-15.16%
GTA	3199	2917	-8.82%
Total	**13830**	**11777**	**-14.84%**

Statistical crime data presented in this report reflects incidents known to the San Bernardino Police Department at the close of the reporting cycle (usually, the 15th day of the next month). Reporting is based on guidelines provided by the California Department of Justice (CADOJ) and the Federal Bureau of Investigation (FBI). Final figures for 2006 were compiled from monthly reports. A end-of-year audit resulted in the addition of 2 robberies, and 10 assaults that were automatically added to the December 2006 monthly report.

Feb 11, 2007 50150

Operation Phoenix - Neighborhood Initiative

Outcomes & Successes – Quantitative Improvements

-- UCR PART-1 CRIME STATISTICS --

Citywide – Jul. 1 to Dec. 31 – 2005 vs. 2006 Comparative

Crime	Jul-Dec 2005	Jul-Dec 2006	% Change
Murder	33	15	-54.55%
Rape	32	23	-28.13%
Robbery	518	449	-13.32%
Assault	914	481	-47.37%
Burglary	1271	1108	-12.82%
Theft	2757	2213	-19.73%
GTA	1674	1390	-16.97%
Total	**7199**	**5679**	**-21.11%**

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Feb 11, 2007 50150

-- CSUSB NEIGHBORHOOD SURVEY --
(cont.)

Perception of Neighborhood Safety

	% May 2006	% January 2007	% Change
Somewhat Unsafe	39.3	24.3	-15.0
Very Unsafe	33.8	11.4	-22.4
Somewhat Safe	19.7	49.4	+29.7
Very Safe	4.9	9.0	+4.1
Missing	2.3	5.9	+3.6

-- CSUSB NEIGHBORHOOD SURVEY --
(cont.)

Perception of Neighborhood Status

	% May 2006	% January* 2007	% Change
Stayed about the same	40.2	38.9	-1.3
Become a worse place	39.0	10.6	-28.4
Become a better place	9.8	46.7	+36.9
Missing	11	8.2	-2.8

*(Jan respondents must have lived at address 9 months or longer)

-- CSUSB NEIGHBORHOOD SURVEY --
(cont.)

Neighborhood Commitment (1 year)

	% May 2006	% January 2007	% Change
Somewhat Likely	28	33.3	+5.3
Somewhat Unlikely	27.2	20.4	-6.8
Very Unlikely	21.1	12.5	-8.6
Very Likely	16.8	30.2	+13.4
Missing	6.9	3.5	-3.4

-- CSUSB NEIGHBORHOOD SURVEY --
(cont.)

Police Dealing with Neighborhood Problems

	% May 2006	% January 2007	% Change
Average	28.9	27.8	-1.1
Below Average	21.1	9.4	-11.7
Bad Job	13.6	3.9	-9.7
Outstanding	13.6	20.8	+7.2
Above Average	11.8	19.6	+7.8
Missing	11.0	18.4	+7.4

-- CSUSB NEIGHBORHOOD SURVEY --
(cont.)

Severity of Problems in Neighborhood
Ranking & Increase or Decrease in Severity

	May	Jan	
Public use of drugs & alcohol	1	2	-1
Street drug dealing	2	1	+1
Neighborhood crime	3	11	-8
Trash in streets	4	7	-3
Rowdy groups of people in streets	5	9	-4
Gangs	6	4	+2
Speeding, not stopping	7	3	+4
Prostitution	8	5	-3
Neighborhood theft	9	13	-4
Neighborhood fighting	10	15	-5
Lack of recreation sports for children	11	18	-7

-- CSUSB NEIGHBORHOOD SURVEY --
(cont.)

Severity of Problems in Neighborhood
Ranking & Increase or Decrease in Severity (cont.)

	May	Jan	
Vandalism	12	17	-5
Street lighting	13	14	-1
Homes needing repair	14	6	+8
Panhandling	15	8	+7
Broken sidewalks	16	12	+4
Tall weeds or grass	17	24	-7
Lack after school programs for children	18	21	-3
Stray animals	19	10	+10
Burglary	20	26	-6
Graffiti	21	16	+5
Public urination	22	20	+2

-- CSUSB NEIGHBORHOOD SURVEY --
(cont.)

Severity of Problems in Neighborhood
Ranking & Increase or Decrease in Severity (cont.)

	May	Jan	
Loud parties	23	25	-2
Motor vehicle theft	24	29	-5
Street Mugging	25	27	-2
Mentally ill on streets	26	22	-4
Abandoned buildings, vacant lots	27	28	-1
Children with guns	28	30	-2
Truancy	29	23	+6
Police stopping people without reason	30	19	+11
Abandoned cars	31	31	0
Child abuse	32	32	0

-- CSUSB NEIGHBORHOOD SURVEY --
(cont.)

Top Three Needs Initially Identified by Percent of Respondents

	May	January
More Police	26.9	16.5
Street Lighting	19.9	13.7
Trash in Streets	15.3	11.0
Street Drug Dealing	12.1	5.9
Speeding/Not stopping	6.4	8.2

-- Neighborhood Survey by CSUSB –
(cont.)

Citizen Comments from January Survey

"Did see improvement in neighborhood!"

"Crime is down, our street looks much better, we were going to move, but now we are staying"

"The area is getting much better, lets keep it going"

"This is a good town, it just needs some help"

Operation Phoenix - Neighborhood Initiative

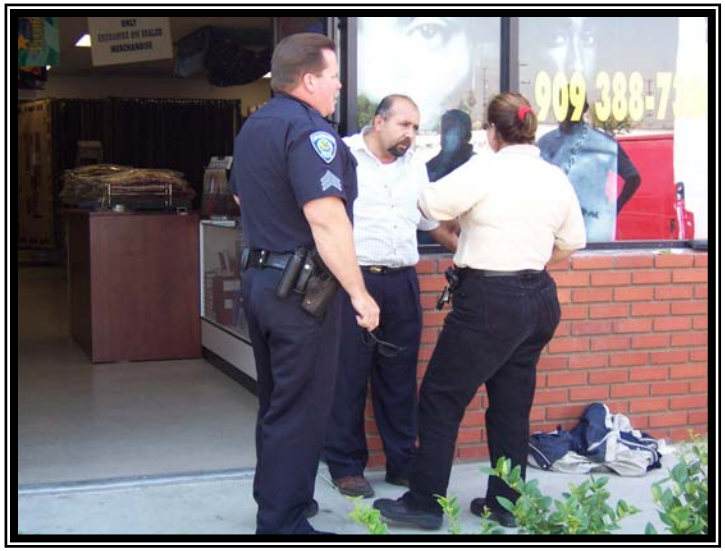
Outcomes & Successes – Business Community

-- POSITIVE BUSINESS COMMUNITY PERCEPTIONS --

"I feel much more comfortable in the neighborhood. We have noticed more families on the streets at night again, and we have noticed a definite increase in business.

While my business is not in the area, we are experiencing the benefits of Operation Phoenix. Its affects radiate into the surrounding area."

- Linda Sutherland, Owner, Fun Corner



"I have noticed more customers at night again. I believe it's due to Operation Phoenix and especially the increased presence of officers on the street. We need more officers on the street to keep this up. I like seeing all of the officers from the SBPD, CHP, and SBSO."

- Lisa Maazzel, Owner, Alfredo's Restaurant

-- IMPROVED INTERGOVERNMENTAL COLLABORATION --

- **Street Team Collaborative – How it works and the benefits**
- **Collaboration Examples:**

  "Operation Phoenix is the perfect model for crime victim service delivery."
  - Marilyn Kimball, Victim Witness Coordinator

  Public Health Example: *A Public Health Nurse (PHN) met this family during an Operation Phoenix Multi-Agency Sweep. Both the mother and the father were working but the family didn't have health insurance. A referral was made to the Welfare Department to determine if the family would qualify for Medi-Cal, but they did not qualify. The PHN had discovered that one of the children had failed an eye exam for school. The family was referred to Lenscrafter's Vision Care, who had volunteered their services through Operation Phoenix. Lenscrafter's was able to provide services to the child and the rest of the family.*

  City Schools Example: *A family identified in one of the sweeps had a wheelchair bound elementary child with a severe (end stage) degenerative disease, who was not enrolled in school. Because of code enforcement issues, the family was temporarily relocated to a hotel until the landlord remedied the problems. As part of the post-sweep assessment, the family was identified as needing multiple services. Through coordinated intervention and case management: the child returned to school, a wheel chair ramp was placed at the apartment, and the family has been connected with the appropriate agencies to provide on-going services.*

- **Benefits to District Attorney's Office**

Operation Phoenix - Neighborhood Initiative
Cost Summary

-- CITY COST SUMMARY (cont.) --

TOTAL EXPENDITURES	**Cost through 1/31/07**
Hard Costs	$197,400
Soft Costs	$298,600
Subtotal	*$496,000*
Less Code Enforcement Revenues*	($45,700)
NET ESTIMATED EXPENDITURES	**$450,300**
EXPENDITURES BY FUNDING SOURCE	
• NIP	$236,600
• General Fund	$171,200
• CDBG	$62,200
• IT Fund	$14,400
• Police Gang/Drug Fund	$5,300
• Refuse Fund	$3,800
• Housing Fund	$2,500

* Additional Code Enforcement in the target neighborhood resulted in $45,730 in additional revenues from inspection fees and fines for code violations.

Operation Phoenix - Neighborhood Initiative

Cost Summary

-- COUNTY COST SUMMARY --

County Department	Cost through 12/31/06	Funding Source
• Behavioral Health	$125,134	State & Federal
• Children's Fund	$10,000	County Children's Fund
• Children's Network	$21,000	County General Fund
• Children's Services	$28,800	State & Federal
• First 5 Commission	$0	--
• District Attorney	$178,178	County General Fund
• Probation	$0	--
• Public Health	$30,033	State & Federal

TOTAL EXPENDITURES	**$393,145**	

-- SUSTAINING THE NEIGHBORHOOD INITIATIVE --

- Initially designed as a year-long pilot program. This report was provided earlier at the request of the Common Council.
- The Operation Phoenix Steering Committee is currently working on developing a sustainability plan.
- **Sustainability Plan - Objectives**
  - Avoid "backsliding" by ensuring progress in reducing crime in the target neighborhood is maintained and continues to improve:
    - Maintain and strengthen the intergovernmental, nonprofit, and community partnerships created through the initiative;
    - Maintain program components at a level required to continue reducing crime in the target neighborhood, while minimizing ongoing costs.
    - Continue to develop and utilize assets and resources in the target neighborhood and surrounding area that reduce the need for ongoing governmental support.
  - Leverage public resources and funds to the greatest degree possible, without compromising the above objectives, by continuing to develop outside support and resources through the Operation Phoenix Foundation.

-- EXPANDING THE NEIGHBORHOOD INITIATIVE --

- **How Initial Target Neighborhood Selected**
  - Data driven selection process to ensure scarce public resources were spent in area that would have the greatest impact in reducing crime.
  - Began with crime data - looked at Police Reporting Districts with highest Part I Crimes.
  - Cross referenced five highest Part I Crime Reporting Districts with code enforcement data, caseload data from all relevant county service agencies (Probation, District Attorney, Public Health, Behavioral Health, Children's Services), and data from public schools that serve the identified Reporting Districts.
  - Based on all data, the Reporting District with the highest Part I Crimes, was also the area identified by code enforcement, the county agencies and the school district as the area where they have the highest caseload demand, calls for service, and problems.

-- EXPANDING THE NEIGHBORHOOD INITIATIVE --

(cont.)

- **Recommended Criteria for Expansion:**
  - Identification of additional target neighborhoods should be data driven.
  - Data used in selection process of target neighborhoods should include data from partner governmental agencies to ensure partnerships are maintained.
  - Plan for target neighborhood should be tailored to the particular characteristics, environment, and assets of the neighborhood.
    - Neighborhood Initiative is not a “one size fits all” strategy.
    - Tailoring requires:
      - Identifying current and potential assets in the target neighborhood;
      - Consulting with partner agencies to identify how plan would concurrently meet their objectives;
      - Creating partnerships with community and neighborhood-based organizations that can sustain the crime-reduction progress made through the governmental collaboration.