

**City of Salinas**  
**California Gang Reduction, Intervention and Prevention (CalGRIP) Grant Program**

**Final Local Evaluation Report**  
*March 2018*

The City of Salinas implemented five prevention and intervention projects for at-risk and drug- or crime-involved youth and young adults under its CalGRIP program from 2015 through 2017. They range from a Saturday Teen Night Program held at local recreation centers to provide a safe and nurturing space for at-risk teens to a peer intervention program based in a hospital trauma center to serve the victims of violent crime. These projects and their impact on youth, families, and the community are summarized in this report.

**Project Description**

The City of Salinas, California, is the county seat of Monterey County and has a population of 157,380 residents, of which 31% are under 18 and 75% are Hispanic, Monterey County has been identified as the most dangerous county in California in 2009, 2010, 2012, and 2013 for young people aged 10 to 24, due to its homicide rate for that age group by the Violence Policy Center (Langley & Sugarman, 2015, the most recent county-by-county analysis). Salinas has been awarded several CalGRIP grants to combat its ongoing high level of violent gang crime.

In 2013, Salinas experienced 26 fatal shootings, the second highest number ever, and the vast majority of them were gang-related (see Table 1). A Problem Analysis conducted of homicides and non-fatal shootings from 2010 to 2013 found there were 22 gangs operating in the City.

Running conflicts between Norteños and Sureños were behind much of the violence, which was perpetrated primarily by Hispanic males in their late teens and early 20s with extensive criminal histories. Gang violence was, and is, highest in East Salinas, a densely populated, low income area home to a number of combatant gangs. Laurel Townhomes – formerly known as Acosta Plaza – was one of the neighborhoods in East Salinas with the highest level of violence. It is home to the Salinas Acosta Plaza (SAP), a Norteño gang, and surrounded by the Vagos, a Sureño gang.

<b>Year</b>	<b>Fatal</b>	<b>Non-fatal</b>	<b>Total shootings, Rate/100,000</b>
2008	25	117	94.4
2009	29	122	100.4
2010	20	112	87.7
2011	15	40	36.6
2012	19	99	78.4
2013	26	90	77.1

*Source: Salinas Police Department*

Against this backdrop, the 2015-2017 CalGRIP grant application was written. Its development was led by the Director of the City’s Community Safety Division and guided by a subset of stakeholders from the Community Alliance for Safety and Peace (CASP). CASP is a unique collaboration of city, county, school, and community-based stakeholders formed in 2009 to address the serious problem of gang-related youth violence in the community. One sign of members’ commitment is that they meet twice a month at 7:00 am; another is the creation of two five-year Strategic Plans to guide multi-faceted prevention, intervention, suppression, and re-

entry strategies to stem youth violence. The subset of CASP members became the CalGRIP Advisory and Coordinating Council.

Consensus was reached to expand the successful community policing program operating in the Hebronn neighborhood to Laurel Townhomes. This program included a multi-agency Cross-Functional Team (CFT) which provided wrap-around services to families in need and a full-time police officer dedicated to the neighborhood. The rest of the CalGRIP funds were allocated to prevention and intervention activities, including the Saturday Teen Nite (the program's spelling) program, parenting classes and parent support groups, a program for alcohol and drug using youth, and a hospital emergency room-based violence intervention program. The Saturday Teen Nite program was operated by the City's Recreation Department; Parents for Peace, a local community-based organization offered the parenting classes, *The Parent Project*; Community Human Services, also a local CBO, ran the Daisy/7 Challenges program for substance using teens; and the Natividad Medical Foundation sponsored the first ever violence intervention program at Natividad Medical Center (NMC).

Because of long-lasting staff shortages in the Salinas Police Department, a dedicated community police officer could not be assigned to Laurel Townhomes during the course of the CalGRIP program. Funds were re-allocated to support additional Saturday Teen Nite locations and activities and a street outreach/case management worker to provide services to very high-risk teens, with the support of the CFT agencies.

The goals and objectives of the CalGRIP program as stated in the original proposal were:

1. Decrease the number of gang-related fatal and non-fatal shootings.
  - a. Reduce these shootings in Laurel Townhomes (Acosta Plaza) by 30%.
  - b. Enroll 80% of eligible victims of violence into the NMC peer intervention program.
  - c. At 6 months post-injury, 80% of the NMC participants will avoid a repeat intentional injury, and 60% will avoid criminal justice system involvement, 70% will complete the programs, 90% will have accessed at least one resource, and 80% will have accessed at least two resources.
2. Increase parenting skills and parent confidence of 20 *Parent Project* facilitators and 120 parents annually.
3. Reduce gang and crime involvement and victimization of at-risk older youth.
  - a. Reduce recidivism and victimization of youth involved in the CFT, case management, and *The Parent Project* by 20%.
  - b. Decrease violent crime in the areas surrounding two recreation centers on Saturday nights by 30%.

- c. Decrease substance abuse and use among DAISY youth by 50%.dec
- 4. In Laurel Townhomes/Acosta Plaza, increase community engagement, improve trust between the community, and police, and reduce fear of violence.

With the one major exception of the implementation of dedicated community policing, the proposed activities were implemented during the three years of the grant. Thus, most, but not all, of the goals and objectives were able to be evaluated. The CalGRIP project activities and evaluation measures, methods, and results are described in the sections below, including where deviations were necessary from what was originally proposed.

## **Data Collection**

The data collected for the evaluation included process data, including immediate outcomes; short-term project-specific outcome data; and long-term neighborhood and city-wide data. Process data varied from intervention to intervention. The table on the next page summarizes the measures, source, and data collection methods used in the evaluation.

The data were analyzed in various ways, each appropriate to the variables being studied. Qualitative content analysis was used to summarize descriptions of program activities. Both Excel and SPSS were used for quantitative measures. These analyses were typically simple (e.g., totals, averages, cross-tabs) and, where available, pre-program results were compared to post-program results. Statistical tests of significance were not used due primarily to small sample sizes.

The original evaluation plan was ambitious. Gathering short-term outcome data for The Parent Project and DAISY/7 Challenges programs was challenging. First, each program had to agree to obtain informed consent from parents and youth over 18, and intake procedures and forms were altered to enable that to occur. The evaluator was not permitted to extract the probation data due to juvenile privacy issues. Probation officers were willing to take on the time-consuming task of pulling the pre/post data needed on top of their regular duties, and their time is appreciated. The evaluator had access to the disciplinary data in the school-based SWIS database, via her involvement in a separate evaluation of PBIS. This access was limited to school totals, not individual students, and the school district was concerned about confidentiality. Permission to look into individual records was finally obtained after persistent follow-up. Gathering the school data, however, was possible for only those youth who attended schools in the Salinas Union High School District (SUHSD), which includes the City's middle and high schools. This did cover a lot of the target group, however. The Parent Project, for example, served parents whose children attended 34 different schools. Of those where the school was identified, 59% attended SUHSD schools.

The time frame of the CalGRIP program also limited the outcome data available. The aim was to collect probation violations and school behavior data for the year before and the year after program participation. Probation data were available for participants in programs in 2015 and 2016, with no follow-up of 2017 participants because of the grant's end date. The SWIS database

<b>Table 2: Variables, Sources, and Data Collection Methods</b>		
<b>Process data</b>	<b>Data sources</b>	<b>Data Collection Methods</b>
Description of activities, number of activities or sessions	Program materials Direct observation	Review of program materials at the providers' offices and observations of activities wherever they are held. Done by the evaluator.
Participant characteristics (gender, ethnicity, age, income, residence) where available.	Program intake or registration forms.	Extraction of pertinent data from program forms by the evaluator; sometimes provided by program staff.
Youth problem behaviors (gang involvement, substance use, etc.) where available.	Program intake or registration forms, parent self-evaluations.	Extraction of pertinent data from program forms by the evaluator; sometimes provided by program staff.
Number of parents, youth, and adults involved, number of completions and dropouts, services received/referrals at NMC	Program records.	Extraction of pertinent data from program forms and databases, by the evaluator.
<b>Immediate outcomes</b>	<b>Data sources</b>	<b>Data Collection Methods</b>
Parents' self-report of increases in parenting skills and confidence, changes in behavior	Pre/post evaluation forms completed by parents	Extraction of scores from the evaluation forms by the program director or evaluator.
Parents' self-report of their children's behavior	Post evaluation forms completed by parents	Extraction of scores from the evaluation forms by the program director or evaluator.
Counselor ratings of youth changes related to substance abuse, support systems, and life skills	Ratings completed by DAISY counselors pre and post program	Extraction of scores from program records by the evaluator.
Youth self-report of the impact of Saturday Teen Nites (e.g., healthier habits, increase in self-confidence, changes in risky behaviors, etc.)	Online surveys conducted in summer of 2016 and early fall of 2017	Conducted at Saturday Teen Nights by the evaluator and Rec Center staff
<b>Short-term outcomes</b>	<b>Data sources</b>	<b>Data Collection Methods</b>
For youth in DAISY or youth whose parents were in The Parent Project – number and type of probation violations pre/post for graduates and dropouts.	Monterey County Probation Department	Data were collected by probation officers and provided to the evaluator.
For youth in DAISY or youth whose parents were in The Parent Project – number of school office discipline referrals and suspensions pre/post for graduates and dropouts.	Salinas Union High School District	Data were extracted from the SWIS (School-Wide Information System for schools implementing PBIS) by the evaluator.
Hospital recidivism due to a violent injury post-participation in NMC's program	Natividad Medical Center's CHOICE program	Data reported by the CHOICE program director to the evaluator.
<b>Long-term outcomes</b>	<b>Data sources</b>	<b>Data Collection Methods</b>
Number of violent and vandalism crimes around the Rec Centers on Saturday nights, pre/post and compared to non-participating Rec Centers	Salinas Police Department	Data extracted from the SPD's records system by the evaluator.
Annual number of fatal and non-fatal shootings in the City of Salinas, number involving youth and young adults	Salinas Police Department	Data extracted from the SPD's records system by the evaluator.

in the Salinas schools was not implemented until the 2014/15 school year, so pre-program data were available for only those participating in CalGRIP activities during 2016.

Most disappointing was the inability to follow up the victims of violent crime who were assisted by the CHOICE program or declined services, to see if they were further involved in violence as either a victim or suspect. This was due to the inability to get informed consent because of (1) the chaos of the emergency room, where some victims are released without being admitted, and (2) the hesitancy of the subgrantee, the Natividad Medical Foundation, to grant permission for this research given HIPPA regulations.

These challenges generally resulted in having smaller sample sizes than originally envisioned and limited the follow-up on CHOICE participants to whether they returned to Natividad Medical Center for trauma treatment. If names, dates of birth, and informed consent could have been obtained, we would have the base for a powerful natural experiment, following those who declined services, accepted services but then dropped out, and those who followed through and worked with the violence interventionists for some time. Because dedicated community policing efforts were never implemented in Laurel Townhomes/Acosta Plaza, no analyses were conducted there to assess changes in the number of shootings, fear of crime, etc.

On the plus side, the evaluator has worked with the Salinas Police Department for a number of years and was readily given access to crime data needed for the CalGRIP project. This included community-wide crime figures, demographics of victims and suspects, and crime surrounding the recreation centers.

## **Research Design**

The research design varied for each distinct intervention. A process evaluation of each project was conducted, documenting program activities, numbers and demographics of participants, whether participants completed the program or dropped out, etc. Immediate and short-term outcomes were analyzed where appropriate and available, in a pre/post design with naturally occurring comparisons groups (e.g., DAISY/7 Challenges participants who completed the program compared to DAISY/7 Challenges participants who signed up and then dropped out). Long-term outcomes such as changes in violent crime around the rec centers were assessed using experimental and comparison centers, and community-wide violent crime was analyzed from the baseline year of 2014 through 2017. Details are provided below as the project activities and their evaluation results are presented.

## **Process Evaluation**

**The Parent Project.** With CalGRIP funding, Partners for Peace, a 26-year old non-profit focused on building strong families for a peaceful community, offered The Parent Project. The Parent Project serves the parents of difficult or out-of-control teens aged 11 to 17. It consists of (1) a 12-week program based on the *Changing Destructive Adolescent Behavior* curriculum and (2) structured parent support groups. The program was located at the Silver Star Resource Center, a one-stop center for delinquent and at-risk youth operated by the Monterey County Probation Department.

Parents were referred to The Parent Project by, in order, the courts/District Attorney's Office, probation, Child Protective Services, school counselors, and themselves. The first two are court-mandated referrals and parents are required to go.

The *Changing Destructive Adolescent Behavior* (CDAB) curriculum provides parents with concrete solutions and skills to handle the most destructive adolescent behaviors, such as gangs, truancy, violence, drugs, runaways, and bullying. Parents pay \$45 per person or \$60 per couple, which covers materials and 12 weeks of instruction. The first six weeks of the program lay the foundation for change, and the second six weeks focus on supporting changes and improving relationships. Each week a two- or three-hour class is offered, in the evening, with a potluck dinner. The themes for each week are:

1. Understanding our children.
2. Addressing problematic behavior.
3. A parent's formula for success.
4. Adolescent drug use.
5. The out-of-control child.
6. Relationships and developing action plans.
7. Finding help and support.
8. The dynamics of change.
9. Managing conflict in the home.
10. Active listening.
11. Consistency.
12. Putting it all together and making it work.

The curriculum includes 16 separate modules for the parents. Twelve are chosen by the group to cover in class and the others are done out of class and reviewed at the next session. The Program Director from Partners for Peace trains the curriculum instructors and closely monitors each delivery of the curriculum to ensure the fidelity of the evidence-based program.

During the three-year CalGRIP grant period, 24 CDAB sessions of 12 classes each were offered, half in English and half in Spanish. A total of 324 parents enrolled and 280 (86%) completed the program. This is a very high retention rate for parenting classes and is likely due to the strategies the Program Director has implemented to reduce false starts and drop-outs. These strategies include (1) 20-minute long one-to-one orientations with each parent or couple, (2) a group orientation to get to know the parents better, (3) two texts to each participant the week of each class reminding them of the class and what will be covered and affirming their participation to date, and (4) a call at 6 pm the day of the class if they are not present. A celebration factor has also been added to graduations and all family members are invited. For many parents, this is their first graduation ceremony and they are proud to receive their certificates. The retention rate is higher for the Spanish classes (86% in 2017) than the English classes (79%).

The demographics of CDAB parents and their children and the problems their youth exhibit have been similar from year to year. In 2017, 87% of the participants were Hispanic, 11% were Caucasian, and 2% were African-American. Just over half (54%), were mothers attending alone,

13% were fathers alone, and 30% were couples attending together. Two grandparents and one older sibling also participated. 22% of the parents had educations of 8<sup>th</sup> grade or less (in 2016, 37% of the parents had the same educational level) and 17% had some college or a college degree. Their youth ranged in age from 12 to 18, with an average age of 15.4. The problems parents were most concerned about with their youth were anger/rage, depression, drugs/alcohol, school attendance, and having inappropriate friends.

Optional parent support groups are coordinated following each program. The Program Director would like these to include a facilitator, two “cheerleaders,” a time keeper, and a note taker, all parents from the CDAB classes. The facilitators are key to the success of the support groups. They are trained in building strong community collaboration, working with difficult parents, and maintaining parent-led groups, and are provided incentives in the form of a \$100 gift card.

Creating and maintaining parent support groups has been challenging for The Parent Project but has improved over time as incentives and new strategies have been implemented. Every group member now receives an individual picture of themselves with the CDAB instructor, which they receive only if they come to the first support group meeting. The group leader is identified prior to graduation to ensure that their leadership is recognized. In 2017, the parent support groups included a potluck or barbecue at each meeting, provided by the members, and family members were included. In 2015, four groups formed but three only met once. In 2017, each of the eight classes formed a support group. The Spanish-speaking groups tend to have 6-8 members and the English-speaking groups tend toward 4-6. There have been at least 12 formal meetings since their formation. The Parent Project staff set up the groups which then meet on their own after the initial meeting.

The Parent Project also encompassed the use of the Youth Assessment and Screening Instrument (YASI) for assessment and educational purposes. The YASI assesses risk, need, and protective factors and helps develop case plans for high-risk youth. It was administered to families (parents and youth) referred to The Parent Project or DAISY program (described below), on a voluntary basis. The YASI produces a “wheel” which is shared with parents; it identifies the highest priority needs of their teenager (e.g., violence/aggression, alcohol/drugs, school issues) and a rating on the level of protective factors able to counter negative behaviors. It is used to help parents identify and access services and interventions available to them.

Parents did not always follow through with their YASI appointments, come back for the YASI “wheel review,” or follow through with recommended wraparound service suggestions. When the parents and youth did go through the full process, the youth were more apt to receive extended services such as DAISY classes and Office of Employment Training (OET) placements. To boost participation, the YASI Gatekeeper started attending the second CDAB classes to explain the YASI process and benefits and make appointments on the spot, then come back for a later class to pull the parents out briefly to learn their youth’s YASI wheel results.

The first YASI Gatekeeper began in July 2015, there was turnover in mid-2016, and the position ended in June 2017. The YASI was administered to 40-50 youth each year.

Partners for Peace conducted a training program in February 2017 to train additional individuals as The Parent Project facilitators and thus expand the provision of the program. Twenty-four people were trained, including eight from Behavioral Health, three youth, a pastor, several parents, and individuals from CASP, probation, law enforcement, and community-based organizations.

**DAISY/Seven Challenges.** Community Human Services (CHS), a 47-year old organization offering substance abuse, mental health, and homelessness services, offers the DAISY (Drug and Alcohol Intervention Services for Youth) intervention and education program for substance abusing youth at the Silver Star Resource Center. The youth component of DAISY is based on the Seven Challenges program, an evidence-based program for youth aged 13 to 18 with substance abuse problems and has been conducted at Silver Star by CHS for eight years. The Seven Challenges program helps youth work on drug issues, life skill deficits, and co-occurring issues through interactive journaling and individual and group counseling.

The Seven Challenges are:

1. We decided to open up and talk honestly about ourselves and about alcohol and other drugs.
2. We looked at what we liked about alcohol and other drugs, and why we were using them.
3. We looked at our use of alcohol and other drugs to see if it had caused harm or could cause harm.
4. We looked at our responsibility and the responsibility of others for our problems.
5. We thought about where we seemed to be headed, where we wanted to go, and what we wanted to accomplish.
6. We made thoughtful decisions about our lives and about our use of alcohol and other drugs.
7. We followed through on our decisions about our lives and our drug use. If we saw problems, we went back to earlier challenges and mastered them.

The Seven Challenges program is a 12 to 16-week program, although youth work at their own pace and typically finish in 6-8 months if they are successful. Some take even longer. They come into CHS for 1.5 to 2 hours each week for counseling and journaling. Each is given a copy of the Seven Challenges journals, which is theirs to write in and keep. The seven journals were written by the program's developer, Robert Schwebel, M.D., and are designed to help youth think for themselves about the use of alcohol and other drugs. They contain self-rating scales, checklists, questions to answer in a few sentences or a short essay, exercises, and brief questionnaires. Weekly, the youth work in their journals, which are then reviewed by the counselor and discussed together. The journals are 16 to 32 pages long and match the seven challenges listed above:

1. Opening Up – an honest look at your alcohol and other drug use.
2. What You Like – what you like about using drugs, drug by drug, and why you use them.
3. Harm and Potential Harm – what harm drug use has caused or could cause.
4. Shared Responsibility – covers moods, emotions, life experiences, anger, school problems, communication, and other aspects of drug use.
5. Where You Were Headed – where you were headed and where you want to go, goals and dreams and how to get there.
6. Making Thoughtful Decisions – making good decisions about your life and drug use; this includes a “goodbye letter to drugs.”
7. Following Through – making life style changes, developing action plans, and preventing relapse.

There are also group sessions to support the youths’ sobriety and build social skills. They are held once a week, are not required, and not all youth participate. In 2017 there were four youth groups 6-8 youth in each group. The groups are roughly organized by age and maturity and tend to involve teens who are assessed with some difficulties with social interactions. A parent support group also meets once a week, which is coordinated by one of the DAISY counselors but run, in the main, by the parents. Participants are primarily Hispanic, Spanish-speaking parents, and typically around 5-10 are involved at a time. They meet for 12 to 15 weeks, while their youth are in the Seven Challenges program, and through activities and videos, learn to build trust, set rules, and identify and deal with drug use and gang-related activities. Guest speakers attend occasionally to speak on topics of interest to the parents.

Youth are referred to DAISY/Seven Challenges by probation, schools, social services, Behavioral Health, the juvenile drug court, District Attorney’s Office, and youth and parents themselves; the primary referral sources are the probation department, courts, and District Attorney’s Office, which account for 80-85% of the referrals. These latter youths are mandated to participate by the courts or the conditions of their probation.

The last journal of the Seven Challenges program guides youth to develop a “Move on” plan which identifies challenges, sets goals, and outlines life and academic plans. DAISY counselors hold a youth and parents conference to discuss the goals and decide whether additional services are needed, such as The Parent Project and anger management classes. Graduations are held when 6 to 10 youth have completed the program.

Until mid-2017, there were three DAISY counselors at CHS, two full-time and one part-time; the staff dropped to two full-time counselors in July 2017. Each counselor works with 20-25 youth at a time. They each run two youth groups a week and see the other youth individually. One counselor also coordinates the parent support group. The DAISY counselors spend some

time doing community outreach, such as participating in community fairs and local conferences, and speaking to parent groups.

Between 2015 and 2017, 271 teens were admitted to the DAISY program, joining the 36 teens who were already enrolled, carried over from 2014. Based on a snapshot of clients in December 2017, which is similar to prior years, 68% of the participants were male and 90% were Hispanic. They ranged in age from 12 to 20, with half being 16 or 17 years old. Many of these youths were using a variety of drugs, but the number 1 choice of each of them was marijuana.

Of the 307 youth active in DAISY during the three-year CalGRIP program period, 269 had graduated from or dropped out of the program by the end of 2017. Of these, 78 (29%) graduated and 191 (71%) were terminated for failing to complete the program. At the end of 2017, 38 youth were still actively participating in the program.

In 2017, 19 parents participated in the parent support groups. By the end of the year, just 4 had completed the majority of the sessions and graduated.

**Saturday Teen Nites/The Teen Scene.** In 2013, with CalGRIP funding, the City of Salinas's Parks and Community Services Department, informally known as the Rec Department, began a Saturday night program to provide prevention and intervention services to teens. The program was patterned after LA's successful Summer Night Lights program and named Saturday Teen Nites. In 2016, the name was changed to The Teen Scene. Throughout 2016, The Teen Scene provided positive alternative, constructive, and enriching activities for teens in two high crime neighborhoods in East Salinas.

The Hebbbron Family Center and Breadbox Recreation Center in the Laurel Townhomes are rec centers which offer after school activities and a variety of recreational programs for neighborhood youth. With CalGRIP funds, the two rec centers were open from 6 pm to 10 pm on Saturday nights, and provided dinner, sports (e.g., basketball, soccer, and flag football), movies, video games, crafts, special events, and music under the supervision of 3-4 staff.

In October 2016, a third rec center was added to The Teen Scene. The Firehouse Recreation Center caters to the youth in the 119-unit Padres Apartments and those who attend El Sausal Middle School. In early 2017, a fourth Teen Scene was opened in an atypical location, the Cesar Chavez Library.

The Teen Scene youth take a number of cultural, sports, and entertainment field trips, and are involved in several annual events that bring them and their families together. The number of trips and number of teens going on the trips have increased annually since 2015. Field trips were made to the Discovery Kingdom, a Sharks hockey game, the Levi Stadium for a tour, a minor league football game of the Salinas Spartans, a basketball game of the D League Warriors, the Maya Theater, Great America's Halloween Haunt, the San Francisco Exploratorium, a bowling alley, a 49ers game, the Salinas Aquatics Center, a Giants game, Hearst Castle, movies, and more. For each major trip, like to a major sports game or Great America theme park, the Rec Department rents buses that can accommodate 90 teens and 14 staff.

Joint block parties are held quarterly and a three-day “Battle of the Recs” event is held annually. These events enable the teens from all four centers to get together for sports and other activities and aim to bring the teens and neighborhoods closer together, as they do not ordinarily interact. Thanksgiving and holiday Posole dinners are also held, with firefighters and city council members serving the teens and their families; in 2017, approximately 150 attended the Thanksgiving dinner and the Posole dinner attracted 90. Food at the Teen Scene Saturday nights is quite teen friendly – Buffalo Wild Wings, Panera Express, lasagna and spaghetti from a local Mexican restaurant, Chinese, corn dogs and other carnival food, burritos, and, of course, pizza.

Sign-in sheets are maintained at each center. The program director reports attendance on a typical Saturday night as 40 at Hebbbron, 30 at the Breadbox, 15 at The Firehouse, and 10 at Cesar Chavez Library – a total of 95 teens.

Surveys of the teen participants on Saturday nights were conducted in May 2016 and early September 2017, to gather information on the participants’ attendance, their views of activities, the effects of participation on the youth, their perceptions of safety in the neighborhood surrounding the Centers, their contact with gang members, and bullying at Saturday night events.

The demographics of the teens completing the surveys are presented in the table below. On average, they are young Hispanic males with an average age of 12 to 14, depending on the center. At the Hebbbron center, 30% of the respondents in 2017 had also taken the survey in 2016; at the Breadbox, 43% had taken the survey previously. The results of the surveys are summarized in the Results section below.

Demographics	2016 survey		2017 survey			
	Hebbbron	Breadbox	Hebbbron	Breadbox	Firehouse	Cesar Chavez
<b>Number</b>	26	24	29	25	5	6
<b>Average age</b>	14.5	13.0	13.0	12.8	12.3	13.0
<b>Age range</b>	11-17	11-18	10-18	10-16	11-13	12-14
<b>Gender:</b>						
<b>Female</b>	4 (19%)	5 (22%)	7 (29%)	3 (14%)	0	2 (40%)
<b>Male</b>	17 (81%)	18 (78%)	17 (71%)	19 (86%)	4 (100%)	3 (60%)
<b>Hispanic or Latino</b>	20 (95%)	19 (86%)	22 (82%)	19 (86%)	4 (100%)	5 (100%)

**Natividad Medical Center Violence Intervention Program.** Natividad Medical Center is a 172-bed acute care hospital owned and operated by Monterey County. It provides healthcare access to all patients regardless of their ability to pay. In 2014, Natividad Medical Center was approved as a Level II Trauma Center, providing the immediate availability of specialized personnel, equipment, and services to treat the most severe and critical injuries. Previously, violently injured youth and adults were flown to the San Jose area for initial trauma treatment, recovery, and rehabilitation.

Under the auspices of the Natividad Medical Foundation, the Natividad Medical Center implemented a violence intervention program called the CHOICE Program in January 2015 with CalGRIP funds. The central goal was to provide on-site interventions and ongoing services to

violently injured youth and young adults to prevent recidivism and retaliatory violence. The target group for the CHOICE Program is patients between the ages of 13 and 30 entering the trauma center due to violent injuries (e.g., gunshot wounds, stabbings, aggravated assaults). Excluded are those who were victims of domestic violence, sexual assault, or self-inflicted injuries, and those with severe mental health issues.

These victims were approached by bilingual, bicultural staff of the Foundation as soon as possible after their admittance. They were on call on weekends and available during business hours during the week. They worked with the patient, family, and friends as soon as possible, providing support, mentoring, case management, and referrals to services for such things as family and child support, job training and placement, school enrollment, housing, and counseling.

In the program's first year, peer interventionists concentrated on offering services quickly, such as gas cards, to try to keep clients actively involved. There was a tendency for clients to disengage after two to three months. In 2016, Year 2, changes in policy and philosophy were made. More emphasis was placed on looking to participants for what they can do for themselves and holding them accountable. Clients signed contracts which outlined their responsibilities and had them agree to "doing the work." These contracts also contain customized safety clauses, to help participants become aware of behaviors (such as socializing in the front of the house) which put them at risk.

In 2017, the CHOICE program developed a more formal case management approach. Incoming clients were classified as low, moderate, or high risk. Low risk clients are those that do not have daily lives that put them at risk. They received safety education and were referred to needed resources. They typically did not stay clients for very long. At the other end are high risk clients with serious issues, such as homelessness or drug problems. They received substantially more attention. Weekly assessments were made of all open cases. Cases were closed when client needs were met or they stopped calling, but the door is always open for them to return.

In 2015-2017, 926 persons with violent injuries entered the Natividad Medical Center's emergency room. Of these, 520 (56%) were eligible for CHOICE's services, and 448 (86%) were contacted by the peer interventionists. Of the 448 successful contacts, 180 (40%) participants accepted the CHOICE services. Of the 180 participants, 118 (66%) had suffered gunshot wounds, 43 (24%) experienced blunt trauma, and 19 (11%) had been stabbed. The majority were male (91%) and Hispanic/Latino (95%). Clients ranged in age from 10 to 54, with the majority in their late teens or early 20s. Most of the clients (72%) were residents of Salinas. Some trauma victims did not accept services because they were generally suspicious of them or are from a culture that does not promote such outside assistance. It is also known that some gangs prohibit members from accepting services. Doing so is viewed as a sign of disloyalty to the gang.

At least 50% of the needs of the client (i.e., victim assistance, mental health needs, medical insurance, education, etc.) were met for 99 (55%) of the clients and 14 (8%) of the cases were closed because the client re-located. In 54 (30%) of the cases, the cases were closed because contact was lost with the clients or they were non-compliant or incarcerated.

An Intervention and Community Specialist and Spiritual Advisor for the National Medical Center began working with the CHOICE program in 2016. At the end of 2017, he became in charge of the program, overseeing two full-time intervention specialists. He works four days a week, serving as an interventionist as needed, providing support to families, supervising, and leading a Family Support Group twice a month.

Referral arrangements with Behavioral Health have been streamlined to enable CHOICE participants to be fast tracked. CHOICE interfaces with other counties (Santa Cruz, San Luis Obispo, San Benito, Santa Clara, and others in the central valley) and has been able to re-locate three families. Sustainability is a new focus, with grants submitted to foundations. Community activities include organizing prayer meetings and grieving circles, working with the county-wide Reaching Teens program, creating and sharing bereavement packages, and conducting outreach at community events. The Natividad Medical Foundation has committed to supporting the program for at least two more years.

**Street outreach/Case management.** The original CalGRIP program proposed to place a dedicated community police officer in the Laurel Townhomes neighborhood who would work with a multi-agency Cross-Functional Team (CFT) to provide services to youth with severe risk factors such as gang-involvement, prior incarceration or criminal history, poor school performance, defiant behavior at home, drug or alcohol use, victim of a shooting, family or friend being a recent victim of a shooting, incarcerated family members, and visible tattoos which promote gangs, violence, or drugs. The Salinas Police Department was unable to dedicate a community police officer to the Laurel Townhomes neighborhood because of severe staff shortages. After the 2008 recession, the number of police officers was reduced to around 147 from a high of 185. This shortage continues – while new officers are being hired, a near equal number of experienced officers have retired or transferred to other departments. In mid-2015, two dedicated community police officers were re-assigned to patrol after very successful work in the Hebbbron neighborhood, as all special units were disbanded to meet patrol needs.

A Street Outreach/Case Management Worker was hired in August 2016 to work with the CFT and provide support and case management to high risk youth aged 14 to 24. The youth came to the outreach worker's attention from her prior street work, word-of-mouth, the CHOICE program, and multi-disciplinary team at the Silver Star Resource Center. At the start, the outreach worker met monthly with the CFT to discuss client needs and plan services. The service providers most involved with the target youth were Behavioral Health, the Monterey County Office of Education, police department, Social Services, CA Youth Outreach, Door to Hope, and probation.

The outreach worker has a long history of street outreach, crisis intervention for youth, and case management, and feels that the monthly CFT meetings in which each case is reviewed are no longer necessary. She has strong relationships with each major service provider and goes directly to them if a client needs services, without waiting for a CFT to take place. There is also a concern that sharing their issues and problems with others violates a client's privacy.

Each client worked with the outreach worker to develop a “Goal Plan” and then received support in achieving it. Services included counseling, help meeting basic needs (such as clothing, food, and dentistry), help with food stamps, mentoring, housing, DAISY/Seven Challenges, and tattoo removal. Youth were also sent to the Grizzly Youth Academy, a highly structured residential program in San Luis Obispo for youth aged 16 to 18 who have dropped out of school or are at-risk of doing so. The Academy promotes leadership, cooperation, and academic skills while building self-esteem, pride, and confidence. Two clients successfully completed the Academy and one was kicked out. The outreach worker also made referrals to other service providers, helped clients get enrolled in school at Rancho Cielo or the Monterey County Office of Education, and helped them make and keep appointments.

The Street Outreach Worker had an active caseload of 16 and worked with as many as 30 at a given time. Some of her clients have been involved the full year-and-a-half since case management service began. She also worked with family members and their needs. She kept in touch with her clients daily, meeting them at home, schools, parks, restaurants, and on the street. She recently received approval to meet with “her kids” when they are admitted to Juvenile Hall. Six of her clients have gone to Juvenile Hall, sometimes for a week or a month. The longest was 45 days.

The Street Outreach Worker formed support groups for youth and parents; each meet monthly. The youth group made occasional field trips. One recent adventure was visiting a working ranch where the youth were able to try archery and ride horses and listen to a speaker who is the mother of the driver involved in a gang shooting that resulted in a death of a six-year-old hit by gunfire. The parent support group met at City Hall, had dinner, and typically listened to a guest speaker.

At the end of 2017, all but one of the active clients was male. The outreach worker worked with eight females in the program to date. The age breakdown of clients was: 23% were between 11 and 14 years old, 53% were 15-18 years old, 15% were 18 to 21, and 9% were 22 to 25 years old. Many of them were on probation and most were from East Salinas. The outreach worker says her mission is to “keep gang-involved kids alive and outside of the juvenile justice system.”

### **Results: Immediate Outcomes of Prevention/Intervention Activities**

The Parent Project and DAISY/Seven Challenges aim to achieve immediate improvements in the knowledge and skills of parents and youth participants. The Parent Project surveys its participants at the close of each program and DAISY counselors rate their participants on several domains pre- and post-program. The online survey of youth at Saturday Teen Nites was conducted in the summer of 2016 and fall of 2017, and asked questions about what effects the activities have had on youth’s attitudes and actions and their perceptions of crime and safety. These results are presented below.

**The Parent Project.** At the end of *Changing Destructive Adolescent Behavior* program and The Parent Project process, parents were asked several open-ended questions and provided ratings. Parents rated how often they did certain things “now” and “before” their participation in the CDAB program, using a scale of 1=never to 5=always. The results from the 2017 classes are presented in Table 4; the items were rated by 70 parents.

As shown, parents felt that each of their behaviors regarding their youth improved after their participation in the CDAB program. The increases from before and after their participation in The Parent Project are quite notable. Especially noteworthy are the increases in parent confidence and their feeling that they have the support they need in parenting.

Parents were also asked to rate themselves in seven areas, using a scale of 1=No skills/knowledge to 5=Good as it can be. As shown in Table 5, parents again reported their ratings of themselves in these areas improved after their participation in the CDAB program. The results in both tables are similar to parent post-evaluation scores in 2015 and 2016.

The majority of the parents (81%) completing The Parent Project in 2017 rated the program “excellent.” The remaining 19% rated it “good.”

The participants in The Parent Project were asked open-ended questions about what changes they have seen in their teens while participating in the project, what they themselves do differently, and what they think about the instructors. A handful of parents reported little or no change in their teens’ behavior (one said “we have a long recovery to go”), but many reported increased communication, more peacefulness, and better academic efforts. About their own behaviors, the most common responses were that they were more loving and vocal about it, more communicative, less angry with their children, and applying the lessons learned through The

Item	Average “before” score	Average “now” score
1. Every day I tell my child I love him/her.	3.57	4.42
2. I know where my child is, whom they are with, what they are doing, and when they will return.	3.20	4.31
3. When giving consequences, I take everything away for a short period of time.	2.54	4.29
4. I am consistent with consequences.	2.77	4.42
5. My child tells me what’s happening in his/her life.	2.78	3.92
6. I have the support I need to address issues with my child.	2.71	4.26
7. I feel confident in my efforts to help my child.	2.88	4.57
8. I do spot checks.	2.73	4.33
9. I avoid arguing with my child.	2.67	3.76
10. I acknowledge/praise my child’s effort.	3.24	4.33
11. I use the “Six Step Plan.”	2.05	4.26

Item	Average “before” score	Average “now” score
Discipline	2.64	4.34
Communication	2.90	4.42
Relationship with my youth	2.80	4.34
Knowledge of community resources	2.76	4.40
Knowledge of drugs	3.03	4.53
Knowledge of gangs	3.04	4.62
Confidence as a parent	2.79	4.69

Parent Project. The instructors were given high praise, saying they were excellent, friendly, patient, and understandable.

After requesting a letter of support for applications for additional funding, The Parent Project received a letter from the founder of The Parent Project, Inc., Dr. Roger Morgan. The letter attests to high degree to which the program is implemented with fidelity, which is critically important for the success of evidence-based programs. Dr. Morgan’s letter said, in part:

Partners for Peace in Salinas, California, has implemented Parent Project programs exactly as we have prescribed, and to the highest degree, unparalleled anywhere in the nation. Their high level of organization, thorough monitoring of programs presented through the agency, and insistence on quality ensures that all critical components of the program’s design and curriculum are conducted according to the guidelines recommended by Parent Project, Incorporated. Their class retention figures are among the best of any we have seen, and give testament to the important of such strict program fidelity.

Dr. Morgan had visited the program in February 2017, to attend its facilitator training. He has also asked the Parent Project program director to help re-write the Parent Project training manual. This is high praise, especially given that there are over 8,000 trained Parent Project facilitators in 46 states.

**DAISY/Seven Challenges.** The substance abuse, support systems, and life skills of youth entering the DAISY/Seven Challenges program are rated by the program counselors pre- and post-program whether they successfully complete the program or not. One score from 1 to 5 is given, with 1=in crisis and 5=thriving.

Nearly all graduates of the program improved by at least one level on this “self-sufficiency matrix” from the beginning to the end of their work in DAISY/Seven Challenges (Table 6). As Table 6 indicates, 75% of the youth who participate in DAISY improve their self-sufficiency, even many who fail to complete the program. Most youth progress a step; a handful move several steps, such as from vulnerable (2) to safe (4) or thriving (5). These results are similar to those obtained in 2015 and 2016.

<b>2017 month</b>	<b>No. of graduates</b>	<b>No. of dropouts</b>	<b>No. improving one or more levels</b>
January	1	3	3
February	1	4	1
March	3	6	6
April	2	3	4
May	4	4	6
June	3	7	7
July	1	3	2
August	1	9	8
September	1	3	3
October	2	3	5
November	4	3	7
December	0	4	4
<b>Total</b>	<b>23</b>	<b>52</b>	<b>56 (75%)</b>

Parents in the parent support group were also rated by DAISY counselors, on their support systems and parenting skills. Of the 19 parents who participated in DAISY parent support groups in 2017, 16 (84%) progressed at least one step.

**Saturday Teen Nites/The Teen Scene.** Sixty-five youth completed the 2017 survey. A sizable number of the youth had been attending the Saturday night teen programs for a year or less, although there were also a large number of youth (28% to 40%, respectively) at the Hebbbron and Breadbox centers who had been coming for some time. Most of the youth (59-100%, depending on the center) regularly attended the Saturday night events and about two-thirds also attended after-school and drop-in programs. The youth reported typical teenage likes and dislikes about the Saturday night programs. “Hanging out with friends” received the most votes, followed by field trips, sports, food/dinner, and video games. At the top of the dislikes were “there isn’t enough to do” and “too many little kids attend.”

Positive effects of the Saturday night programs were reported on important protective factors. Over 60% strongly agreed or agreed that the Teen Scene has increased their self-confidence, helped them develop better social skills, and increased their self-esteem. Over half strongly agreed or agreed that they had been positively affected in the areas of making new friends, learning new skills, developing healthier habits, and developing new hobbies. The responses of the Hebbbron youth were generally more positive than those at the other centers.

The 2017 ratings on protective factors were also lower than the 2016 survey results. This may be partly due to the 2017 respondents being a little younger, and the unsettling nature of the year. There were fewer gang shootings in 2017 than 2016, but publicity about them seems greater. In both surveys, many respondents (around 20%) did not answer sensitive questions on risky/delinquent behavior, gangs, and alcohol and/or drug use, or reported they were not applicable. This may mean these youths are not, for the most part, involved in these behaviors or they just did not want to answer. At Hebbbron and the Breadbox, 55-63% of the youth said they knew someone who is a member of a gang. A few youths said they associated with gang members, particularly at the Breadbox, but most did not.

The survey results indicate that most (88-95%) of the youth feel safer in their neighborhoods because they have the teen program option for Saturday nights. Yet more Hebbbron youth reported feeling unsafe walking home from the Teen Scene than reported feeling safe. The opposite was true about the Breadbox, where a large number of the youth reported feeling safe or very safe walking home.

There is a fairly high level of bullying reported at the Saturday night programs (27% to 33% reported they had been bullied there), but the level is lower than in 2016. Most of the youth felt comfortable reporting bullying incidents to staff.

### **Results: Short-term Outcomes of Prevention/Intervention Activities**

For youth who participated in the DAISY program and the youth whose parents were involved in The Parent Project, changes in their number of probation offenses were analyzed pre- and post-program and are presented below. Changes in the number of office discipline referrals and suspensions in school for the same youth are also reported. The CHOICE program has data on the number of former participants being re-victimized and coming back to the NMC ER. These data are presented below.

**The Parent Project.** Probation data were gathered for 176 youth whose parents were in The Parent Project in 2015 and 2016; included are all classes in both years except those in the final months of each year, which complicated the follow-up data period. Probation data were gathered for each youth for one-year pre-program, during the program period, and for one-year post-program. Of the 176 youth followed up, 137 (78%) of their parents completed the program (i.e., graduated) and 39 (22%) either dropped out or signed up but never attended a class. Seventy-four youth’s parents participated in classes presented in English and 102 participated in classes presented in Spanish.

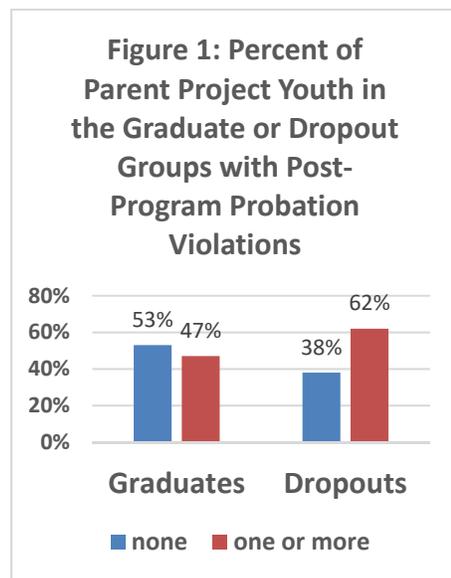
Four types of probation violations were examined:

1. “602s” – criminal offenses committed by the youth, which may be misdemeanors or felonies.
2. “601s” – status offenses committed by the youth, that if committed by an adult would not be a crime (e.g., truancy, possession or use of alcohol or tobacco).
3. “DIVs” – an offense has been committed but the youth has been put on informal probation, with charges held in abeyance if the juvenile behaves and gets help.
4. “777s” – violations of probation conditions (e.g., not attending classes/programs, curfew violations, not checking in).

The probation outcomes are reported as whether or not an individual committed any of the offenses (i.e., were recorded as “yes” or “no”) rather than the number of violations. If an individual committed one status offense, for example, and another committed two status offenses in the same period, both outcomes were recorded as “yes.”

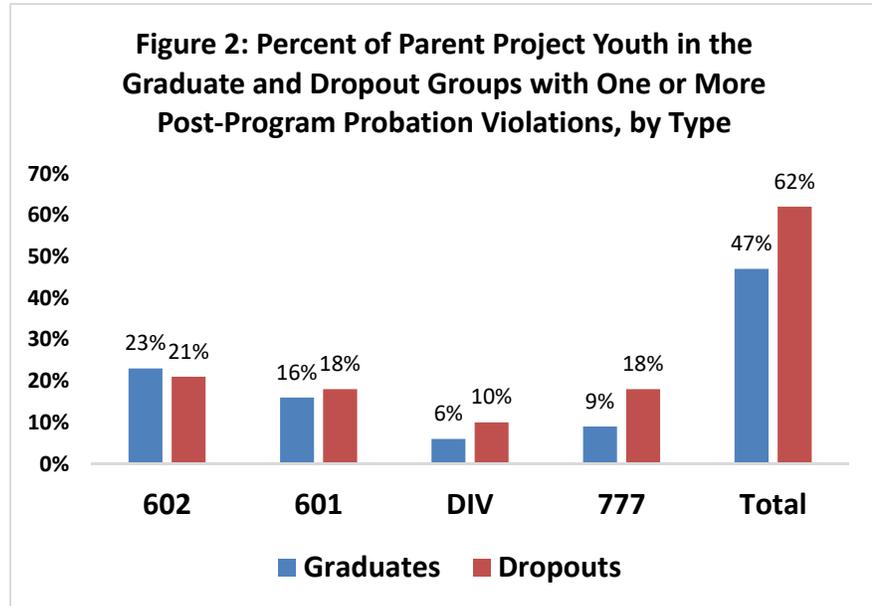
As shown in Figure 1, 53% of the youth whose parents completed the Parent Project had no probation violations in the year after their parents graduated, and 47% of them committed one or more probation violations. In contrast, 62% of the youth whose parents did not complete the program committed one or more probation violations in the following year, while 38% had. These results are very similar to those obtained in following up the youth of 90 parents who enrolled in The Parent Project in 2015. 67% of the youth whose parents did not complete the 2015 sessions had one or more probation violations compared to 36% of the youth whose parents graduated.

Figure 2 shows the differences between the youth in the graduate and dropout groups broken down by each type of probation violation. Youth whose parents graduated from The Parent Project were



slightly more likely to have committed a criminal offense (602) than those in the dropout group. For all other violations, the youth in the parental dropout group committed more violations.

The school outcomes of youth of the parents of The Parent Project were also examined. The school data gathered are the number of:



1. Referrals to the principal’s office (office discipline referrals or ODRs) for major behavior issues such as dangerous or potentially dangerous actions, intense and serious physical aggression, theft, and bullying.
2. Referrals to the principal’s office for minor behavior issues such as disrespect, tardiness, and dress code violations.
3. Suspensions from school.

These school data were gathered for the youth of parents in The Parent Project classes for the time periods of one year prior to the parents’ participation and one year after their participation in The Parent Project. There were 91 youth in follow-up sample, which was the first five classes of 2016. Of these 91 youth, 20 had no school recorded at the time their parents registered for The Parent Project. Of the remaining 71, 42 (59%) were enrolled in schools in the Salinas Union High School District (SUHSD) and the others were enrolled in schools outside of the SUHSD. Ten of this latter group were enrolled in Silver Star, Rancho Cielo, or another alternative school at registration, probably implying they were in trouble at school prior to The Parent Project.

The school outcomes are displayed in Table 7. In 21% (9) of the group, the youth’s parents dropped out without completing The Parent Project and in 79% of the cases, the youth’s parents graduated. As shown, the graduates had more discipline actions taken against them in all categories in the year prior to The Parent Project. This was true in the year following The Parent Project also. In the post-Parent Project year, the number of major ODRs per youth was much greater for the youth of graduates than the youth of dropouts.

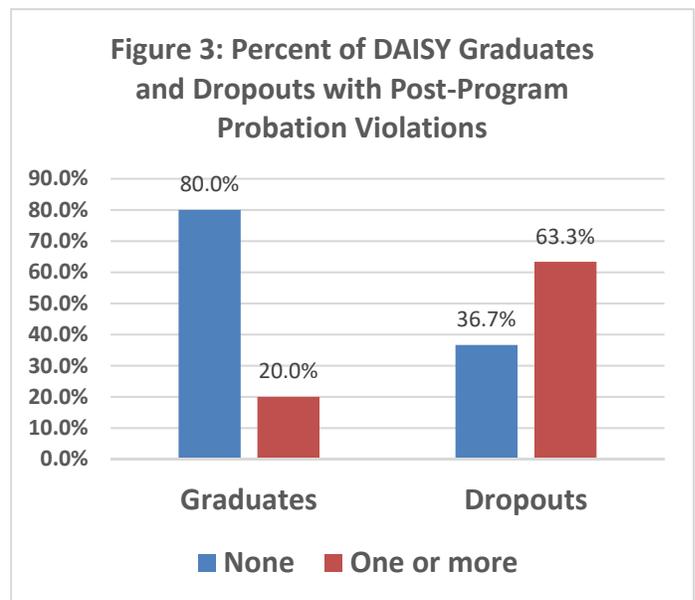
	Pre-Parent Project, Average number per Youth			Post-Parent Project, Average number per Youth		
	Major ODRs	Minor ODRs	Suspensions	Major ODRs	Minor ODRs	Suspensions
<b>Graduates (n=33)</b>	1.12	0.67	0.73	1.18	0.42	0.55
<b>Dropouts (n=9)</b>	0.56	1.22	0.33	0.33	0.11	0.22

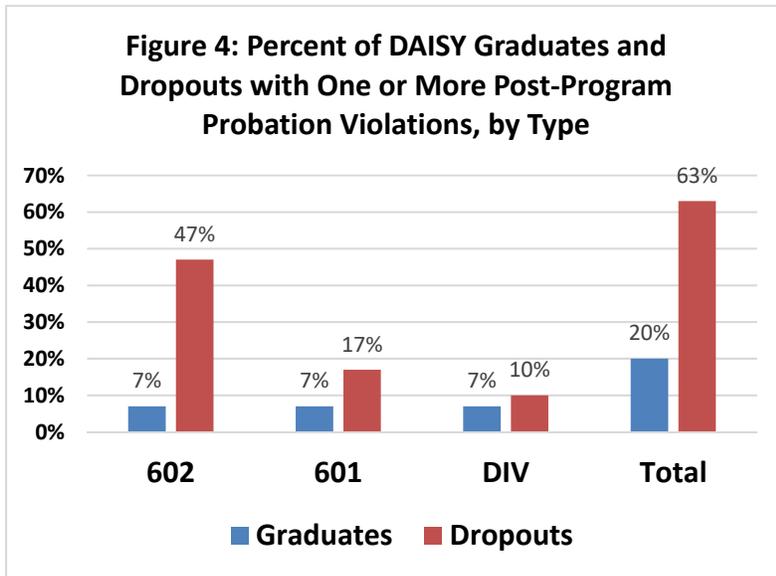
There were two outliers in the graduate group. One had 18 major and 7 minor ODRs in the post-Parent Project year and another had 7 major ODRs, 1 minor ODR, and 5 suspensions during the Post-Project year. Removing both of these cases brought the number of post-major ODRs per youth to 0.45, the minors to 0.19, and the suspensions to 0.39 – still more than the dropouts, but much closer to them.

**DAISY/7 Challenges.** Sixty youth who participated in DAISY and either graduated or dropped out of the program in 2016 were followed up by examining the number of their probation violations and school behaviors in the year before their DAISY participation compared to the number in the year after their DAISY probation. There were 30 youth in each group; all graduates were included, and a random sample of dropouts was selected. Their probation outcomes were the 602s, 601s, DIVs, and 777s previously defined.

During the year prior to enrolling in the DAISY program, 93% of the graduates had one or more probation violation; just 2 of the 30 graduates had no prior record. Among the dropouts, 77% had probation violations in the year prior to beginning DAISY. During the year after completing the DAISY program 20% of the graduates had one or more probation violations compared to 63% of the dropouts (Figure 3). These results were improvements over the still positive results obtained when following up DAISY youth who participated in 2015. In that group, dropouts had twice the number of probation violations during the follow-up period compared to graduates.

Figure 4 presents additional information on the graduates and dropouts, showing the percentage of each group who had one or more violations of various types in the year after they either graduates or dropped out of DAISY without completing the program. No youth in either group received a “777,” a violation of probation conditions. Nearly half (47%) of the dropouts committed a criminal offense during the post-program year, compared to 7% of the graduates. The dropouts also committed substantially more status offenses (601s) and behaviors that put them on informal probation (DIVs) than did the DAISY graduates.





Outcome data were gathered from the school records of the Salinas Union High School District (SUHSD). Unfortunately, only a very small sample was possible. Of the 60 youth in the DAISY groups, 26 of them were enrolled in schools that are not in the SUHSD and 24 of them had missing data, no record at all, or had graduated during the follow-up period. This leaves just 10 with school outcome data, luckily five in each group. Although the sample may be selective and is very small, the results are presented in Table 8. They should

be viewed with caution.

**Table 8: School Outcomes of DAISY Graduates and Dropouts**

	Pre-DAISY, Number per Youth			Post-Daisy, Number per Youth		
	Major ODRs	Minor ODRs	Suspensions	Major ODRs	Minor ODRs	Suspensions
<b>Graduates (n=5)</b>	1.6	0.6	0.4	0.2	0.0	0.2
<b>Dropouts (n=5)</b>	2.4	3.4	2.0	0.8	0.0	0.6

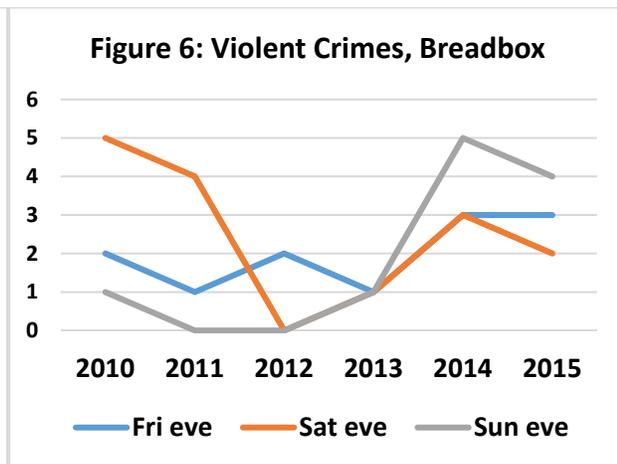
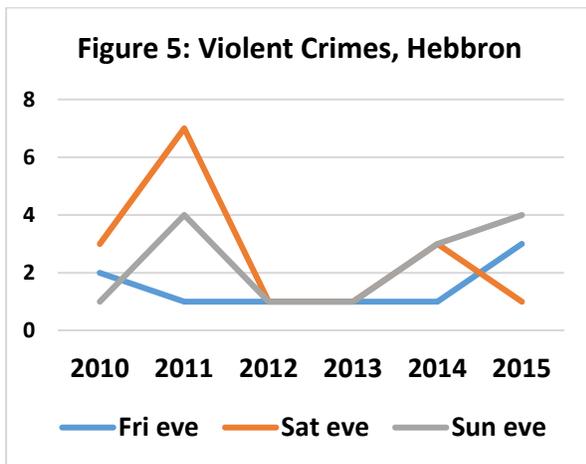
As shown in Table 8, dropouts had more office discipline referrals and suspensions prior to their participation in DAISY than graduates, perhaps because they had more severe alcohol and/or drug problems. Both groups did much better after their participation in DAISY, and those who completed the program had fewer major office discipline referrals and suspensions than did the dropouts.

**Natividad Medical Center Violence Intervention Program.** To date (March 2018), nine CHOICE participants (5%) have returned to NMC with re-injuries due to violence. Two of these re-injured participants appeared in the emergency room in early 2018. Two of these participants were actively involved with the CHOICE program at the time of their re-injury. The others were re-injured sometime after their cases were either closed or dropped.

**Violent crime around the Rec Centers hosting Saturday Night Teen Programs.** To assess the impact of the Saturday night teen programs, Selected crime in the neighborhoods surrounding the Breadbox and Hebbroon Family Centers were compared to the same crimes around two Rec Centers, the Firehouse and El Dorado Center, that at the time of survey did not have Saturday night programs. The target areas were the neighborhoods around the Rec Centers as defined by Police Reporting Districts. They are not equal in population size, and thus changes from one time to another should be considered, rather than the absolute number of crimes.

The Saturday Teen Nites started in early 2013, so crimes in 2010-2012 were compared to crimes in 2013-2015. The incidents selected were violent crimes (murder, aggravated assaults, and drive-by shootings).

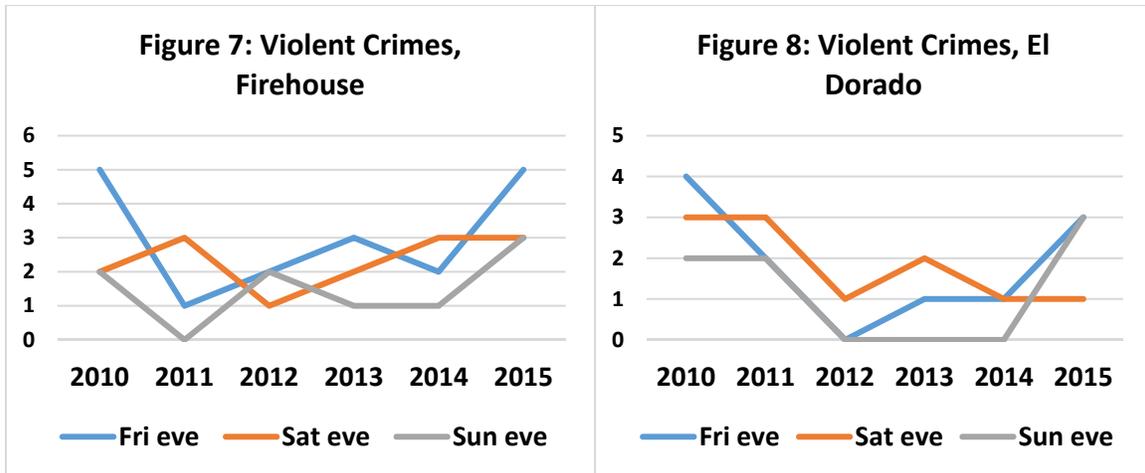
Figures 5-8 depict the number of violent crimes around each Rec Center over the six-year time period, for Friday, Saturday, and Sunday nights from 5 pm to midnight. In all areas the numbers are small and should be viewed with caution. In Hebbbron (Figure 5), the number of violent crimes went down on Saturday nights from 2010-2012 to 2013-2015, while the number went up or remained the same on Friday and Sunday nights (these differences are easier to see in Table 7). Around the Breadbox (Figure 6), the number of violent crimes went down slightly on Saturday nights from 2010-2012 to 2013-2015, went up slightly on Friday nights, and skyrocketed on Sunday nights.



Around the Firehouse (Figure 7), violent crime went up slightly on Friday and Saturday nights over the six years, and remained steady and even went down slightly on Sunday nights, at least until 2015. Around the El Dorado Rec Center, (Figure 8), violent crime decreased from 2010-2012 to 2013-2015 on Saturday nights. It also went down slightly on Friday and Sunday nights.

As indicated by the numbers shown in Table 9 (percentages are not shown because the numbers are very small), in Hebbbron, violent crimes decreased 55% on Saturday nights while increasing slightly on Friday and Sunday nights. Around the Breadbox, violent crimes decreased 33% on Saturday nights, while they increased on Friday and Sunday nights. At the Firehouse, violent crimes on Saturday nights increased 33% and they decreased by 43% at El Dorado.

Rec Center	Night	2010-2012	2013-2015
Hebbbron	Friday night	4	5
	Saturday night	11	5
	Sunday night	6	8
Breadbox	Friday night	5	7
	Saturday night	9	6
	Sunday night	1	10
Firehouse	Friday night	8	10
	Saturday night	6	8
	Sunday night	7	5
El Dorado	Friday night	6	5
	Saturday night	7	4
	Sunday night	4	3



### Results: Community-wide Outcomes

The number of homicides in Salinas skyrocketed from the baseline year of 2014 to Year 1 of the CalGRIP program, 2015. It nearly tripled, going from 15 to 40, the highest number of homicides in Salinas’s history (Table 10). Since 2015, the number of homicides has decreased each year, falling to 29 in 2017. Aggravated assaults also increased substantially from 2014 to 2015, then dropped and have remained fairly stable for the past two years.

**Table 10: Part I Violent Crimes in Salinas, 2014 - 2017**

Year	Homicide	Rape	Robbery	Agg. Assault	Violent crime/100,000 population
2014	15	32	449	501	642.7
2015	40	76	369	613	697.7
2016	36	86	325	559	639.2
2017	29	71	358	564	633.8

*Source: Salinas Police Department*

**Table 11: Number of Fatal and Non-fatal Shootings in Salinas, 2014 - 2017**

Year	Fatal	Non-fatal	Total shootings, Rate/100,000
2014	13	74	55.4
2015	34	120	97.9
2016	32	102	84.5
2017	24	88	71.2

*Source: Salinas Police Department*

The number of shootings follow the same pattern – from 2014 to 2015, both fatal and non-fatal shootings increased substantially (Table 11). Since 2015, the number of shootings has decreased, falling to 71.2 per 100,000 residents in 2017 from the high of 97.9 in 2015.

Table 12 presents data on the age of shooting victims and suspects where such data were available. Victims, on average, were about five years older than suspects in 2017 shooting incidents, with an average age of almost 30 compared to the suspects’ average age of around 24. Nearly 40% of the victims were 24 or younger, and just 5% were juveniles. Both these figures are lower than previous years. Among suspects, a substantial percentage (69%) was 24 or under and 19% were juveniles under 18. The percentage of juvenile suspects has grown over the past few years while the percentage of those aged 18 to 21 has decreased a bit.

<b>Table 12: Age of Shooting Victims and Suspects, 2014-2017</b>				
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>Victims: Number</b>	96	154	132	108
Average age	28.3	26.5	27.15	29.91
Range	12-69	12-60	14-75	15-60
17 or under	9 (9%)	14 (9%)	14 (11%)	5 (5%)
18-21	24 (25%)	52 (34%)	35 (27%)	25 (23%)
22-24	15 (16%)	24 (16%)	17 (13%)	12 (11%)
25+	60 (63%)	64 (42%)	66 (50%)	66 (61%)
<b>Suspects: Number</b>	25	34	43	36
Average age	22.2	23.2	23.72	24.39
Range	14-39	15-43	16-50	15-50
17 or under	8 (32%)	4 (12%)	6 (14%)	7 (19%)
18-21	7 (28%)	15 (44%)	15 (35%)	12 (33%)
22-24	2 (8%)	6 (18%)	4 (9%)	6 (17%)
25+	8 (32%)	9 (26%)	18 (42%)	11 (31%)

## Conclusions

For the past decade, the City of Salinas has experienced a high level of gang-related violence and shootings. The CalGRIP program was developed in 2014 under the guidance of the Community Alliance for Safety and Peace, in keeping with its strategic plan to prevent and reduce community violence. Five prevention/intervention programs were supported from the start, three of them implemented by community-based organizations.

Partners for Peace implemented The Parent Project, an evidence-based training program for the parents of difficult or out-of-control teens aged 11 to 17. Community Human Services offered the evidence-based DAISY/Seven Challenges Program for youth with substance abuse problems. The Salinas Recreation Department supported a Saturday night teen program patterned after LA's successful Summer Night Lights program, which offered activities of all sorts and dinner on Saturday nights, plus many educational, cultural, and sports-oriented field trips. The Natividad Medical Foundation implemented a peer intervention program for victims of violent crime within the newly approved Trauma Center at Natividad Medical Hospital.

One of the goals of the original CalGRIP program was to assign a dedicated community police officer to Laurel Townhomes/Acosta Plaza, a high crime neighborhood with an active Norteño gang, Salinas Acosta Plaza (SAP). Because of extreme ongoing staff shortages due to the 2008 recession, the Salinas Police Department was unable to assign a community police officer to Laurel Townhomes/Acosta Plaza. Funds were re-directed to support a Street Outreach/Case Management worker who provided support and case management to very high-risk youth aged 14 to 24.

With the exception those specifically encompassing community policing in Laurel Townhomes/Acosta Plaza and one other instance, the Salinas CalGRIP program achieved its goals and objectives. The prevention/intervention programs directly served 547 parents or adults and 812 youth, counting the 95 youth attending Saturday night teen programs (counting all non-duplicated participants would raise this number). The immediate outcomes of those participating

in The Parent Project and DAISY are positive, with all participants reporting positive changes in their parenting or life skills, self-confidence, and knowledge. The Parent Project also received high compliments from the founder of the evidence-based programs. More than half of the teens attending the Saturday night programs reported positive changes in some protective factors and higher levels of safety in their neighborhoods.

The CHOICE program had hoped to enroll 80% of eligible clients in the program, but half of that, 40% agreed to enroll. The resistance encountered by the peer interventionists was attributed to a general suspicion of the program, cultural norms that preclude accepting outside help, and prohibitions by gang leadership. Perhaps the immigration status of the potential clients was also a factor.

In pre/posttests with comparison groups, both the DAISY graduates and youth whose parents completed The Parent Project had fewer probation violations after their participation than youth who dropped out of DAISY or whose parents failed to complete The Parent Project, with one exception. The youth of Parent Project graduates had slightly more criminal offense violations post-program than the dropout group. The DAISY graduates also experienced fewer school discipline actions than dropouts. This was not true of The Parent Project youth, however. The youth of graduates had more office discipline referrals and suspensions than the youth of dropouts.

Just nine (5%) of the victims of violent crime served by the peer intervention program were re-injured, and only two of these occurred while they were actively in the program. There is also evidence that violent crime in the neighborhood surrounding the Saturday night teen programs declined on Saturday nights while increasing on Fridays and Sundays.

All in all, these immediate and short-term results are quite positive. As the result of the CalGRIP projects, at-risk youth, their parents, and young adults have enhanced skills and self-efficacy and fewer have ongoing delinquency and problems at school.

The community-wide outcomes targeting the level of violent crime in the City of Salinas are more mixed. During the past three years, Salinas has experienced an unprecedented level of homicides and shootings, far more than in the baseline year of 2014. These rates, however, along with Part I violent crime per capita, have decreased each year from 2015 to 2017. The number of juveniles and young adults involved in violent crime has also decreased, particularly for victims. The changes in community-wide violent crime cannot be directly attributed to the CalGRIP efforts.

The CalGRIP program brought much needed services to the citizens of Salinas, with primarily positive short-term results. The hospital-based peer intervention program is a first for the city and one of the few in the country. The City is making inroads in its violent crime problems, and the CalGRIP program, more police officers at last, and other prevention and intervention efforts are contributing to this path.