

California Gang Reduction, Intervention and Prevention (CalGRIP) Grant Program

Reducing Violence. **Building** Communities. **Changing** Lives.



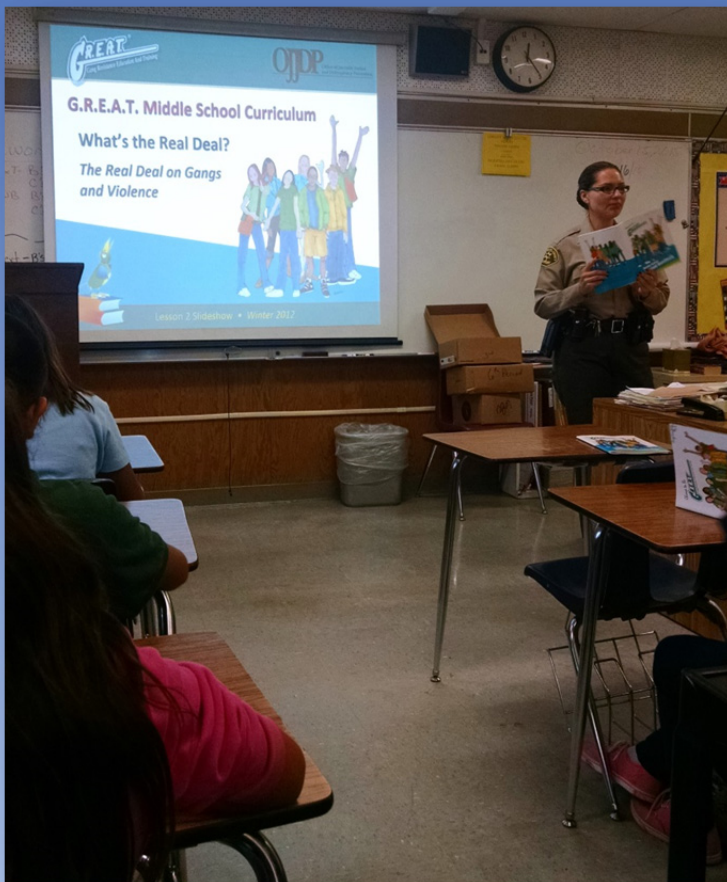
Final Evaluation Report

City of Pico Rivera, California

March 31, 2018

Prepared by: Strategic Partnership Schools Group, Inc.

Our goal was to provide evidence-based programs, practices, and strategies for intervention and prevention to reduce gang activity in our community



As a result of our **CalGRIP Grant Program** we have:

- Decreased juvenile recidivism rates by 48%.
- Decreased the number of guns on school property by 72%.
- Decreased the number of weapons on school property by 52%.
- Decreased suspensions and expulsions related to violent and aggressive behavior by 34% and 27%, respectively.
- Decreased juvenile crime by 49%.
- Decreased the number of graffiti and tagging incidents by 36%.
- Decreased gang shootings by 52%.



CalGRIP
City of Pico Rivera

We utilized grant funds to implement a collaborative effort to reduce gang membership through the use of evidence-based prevention and intervention activities in coordination with the El Rancho Unified School Police and Los Angeles County Sheriff Department's ongoing suppression activities.

FINAL EVALUATION REPORT

I. Executive Summary

The city of Pico Rivera applied for and received the three-year California Gang Reduction, Intervention and Prevention (CalGRIP) grant from the Board of State and Community Corrections (BSCC) on January 1, 2015. Our grant was administered by the city of Pico Rivera, with Project Coordination conducted by the El Rancho Unified School District (ERUSD). Our planning process for this grant incorporated the recommendations from *Changing Course: Preventing Youth from Joining Gangs*, published by the National Institute of Justice. Our project grew from a collaborative effort among key stakeholders in our community who now make up our Coordinating and Advisory Council (CAC). In order to design a project that met both the community's needs as well as the grant requirements we conducted an Environmental Scan and Needs Assessment, and then utilized a Logic Model to align project activities with needs and gaps in service and infrastructure. In completing our environmental scan we performed a SWOT analysis: *Strengths*, *Weaknesses*, *Opportunities*, and *Threats*. We reviewed data to identify trends and patterns in crime rates and gang participation, as well as population projections to help identify the potential magnitude of gang related problems if intervention and prevention methods were not enhanced and expanded over the next three years. We utilized demographic information to measure the risk factors known to contribute to gang membership and collected data on family make up, education levels, exposure to violence, mental health, substance abuse, homeless and foster care rates, crime, and school records



Our CalGRIP program organized and mobilized our community using a data-driven strategy that ensured resources were directed toward effectively preventing gang formation and its associated criminal activity.

(truancy, school discipline, youth risk behavior survey) to identify appropriate interventions for the challenges facing the families in our community, as well as identify strengths and resources within our community. In choosing appropriate prevention and intervention activities we reviewed several evidence-based programs, practices and strategies to identify

which ones would best serve our population. All of these exercises allowed us to clearly articulate our vision for this project and respond to the CalGRIP request for applications with a plan predominantly focused on prevention and intervention. Our anti-gang initiative was community-wide in scope, included broad community involvement in planning and delivery, and employed integrated outreach support and services. Our CalGRIP program organized and mobilized our community using a data-driven strategy that ensured resources were directed toward effectively preventing gang formation and its associated criminal activity.

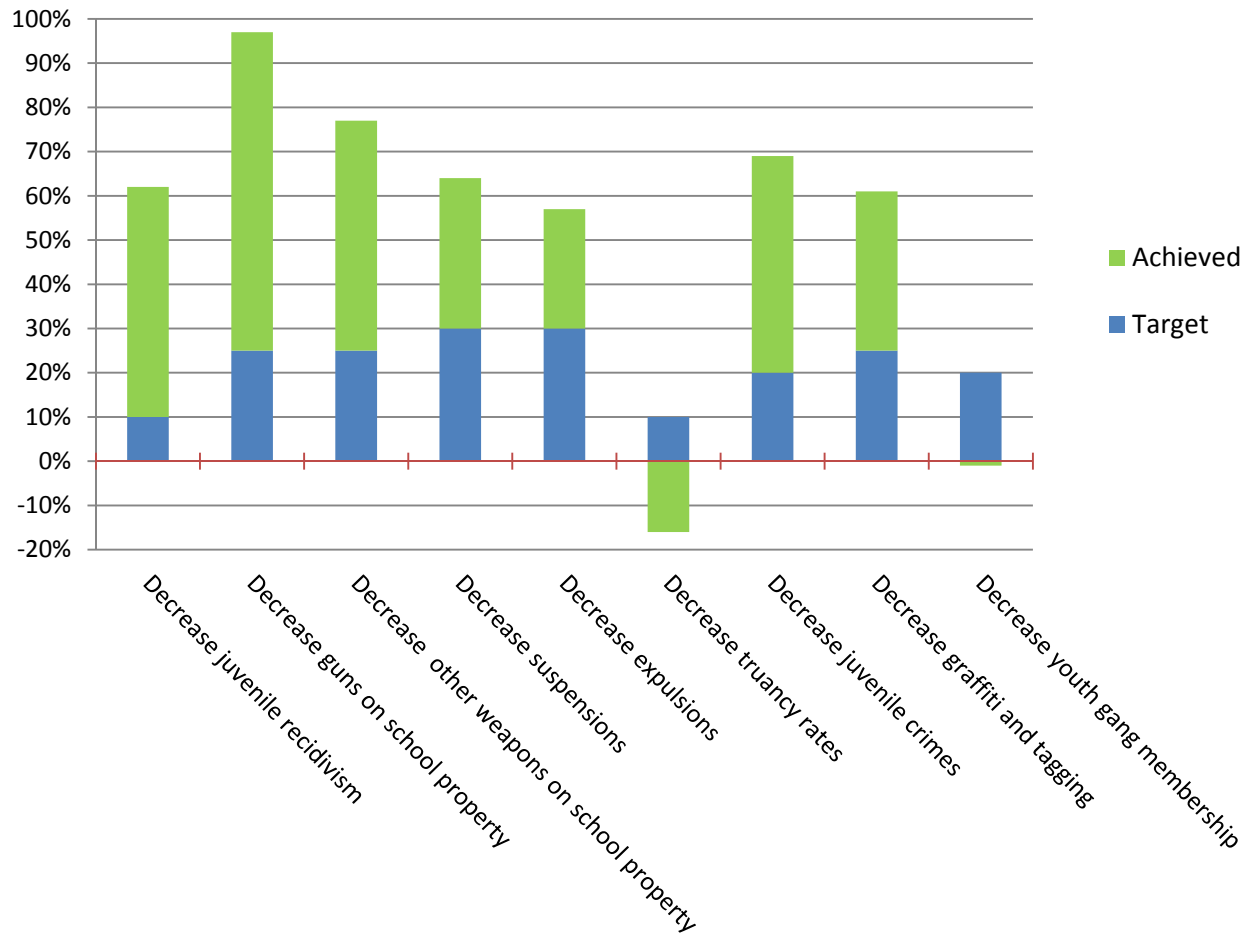
Activities and programs in our CalGRIP project worked as intended. We hired two Gang Prevention Officers (one employed by ERUSD School Police Department and one employed by LA County Sheriff's Department); implemented the evidence-based curriculum "G.R.E.A.T." for El Rancho Unified School District students in grades 5, 6, 7 and 8 and provided the "G.R.E.A.T. Families" component to family members of at-risk students; implemented the evidence-based intervention "Aggression Replacement Training" (ART) to at-risk students; provided therapeutic mental health and

substance abuse counseling; utilized and expanded the Teen Court program for low-level, first-time offenders; and provided academic enrichment and homework assistance, as well as sports and recreation and mentoring services through the creation of the Boys & Girls Club Pico Rivera. Our target

Gang problems in our city had extended into our school system. Of significant concern was the indoctrination of middle and high school students into the gang life.

population to be served under this initiative was youth ages 12 through 18. The criteria we utilized to identify at-risk youth and program participants included being in detention or on probation, identified through the schools for aggressive behavior or drug use, identified as gang members or with family members in gangs, or currently on informal or formal probation.

The consensus from the Coordinating and Advisory Council (CAC) was that our CalGRIP grant was a huge success. We exceeded seven of our nine original objectives. The final evaluation revealed that while we were not successful in reducing youth gang membership, under CalGRIP we significantly reduced gang shootings, juvenile crime rates, violent gang assaults, and graffiti and tagging. Moreover, our program staff positively impacted the lives of everyone who was either served by the grant or involved in the grant. Our CalGRIP Grant Project made a lasting and positive impression in our community and schools!



CalGRIP Objectives: We reached 7 out of 9 objectives

We identified two significant unintended outcomes from our CalGRIP project: the establishment of a Boys & Girls Club in Pico Rivera and the creation of the PROMISE program. We believe that both of these enhancements to our original project design are the result of the commitment, enthusiasm, and energy of all program staff, in particular the Gang Prevention Officers hired under this grant. Including after-school mentoring, tutoring, and social activities through the Boys & Girls Club was included in the original project design but licensing the city of Pico Rivera (December 2015) as an official B&GC site was an unintended benefit for both the grant and the community at large. The creation of a stand-alone site for the city of Pico Rivera strengthens the presence of B&GC and its relationship with the city, and positively impacts sustainability for at-risk youth and the community as a whole. The PROMISE program, which provides structured mentoring for our target population, including social skills, anger management, mental health therapy, and enrichment activities, was designed by the Gang Prevention Officers in conjunction with project partners, based on their first-hand account of the needs of the target population and their desire to do anything possible to meet those needs and change the trajectory of these students' lives. The outcome data for participants in the PROMISE program is very encouraging as attendance at school increased and violent/disruptive behavior decreased. The CAC is interested in pursuing greater study of the impact of the PROMISE program in an effort to designate best practices and gain financial support for the program.

The city of Pico Rivera received an overwhelming amount of support for CalGRIP from project partners and recipients of services. **Our main obstacle in administering the grant was the collection of data from law enforcement and probation.** Under the grant, we realized that the Sheriff's Department was not tracking gang membership by age. We

worked closely with the Department to enhance data collection points and were provided data for youth and adult gang membership at the start of 2016. The Sheriff's Department did not have the resources to conduct a historical analysis of this data and consequently the amount of data for analysis and comparison was limited under this grant initiative. Data collection from the Department of Probation has always been somewhat problematic. In general, the Department is not tracking recidivism rates or case load in a manner that is an ideal match to the objectives of our project. Our evaluator preferred recidivism rates that tracked the first offense to adulthood in order to truly identify rates of recidivism. The Department does not track recidivism in this manner. Moreover, caseloads for Deputy Probation Officers are tracked and aggregated on an annual basis, and consequently probationers may be counted as 2 individuals if their term of probation spans more than one calendar year. The issue of releasing private information of probationers is understandably a concern for the Department. We were able to work through this issue by masking individual information for the individuals who are overseen by the Deputy Probation Officers assigned to serve ERUSD students. This process did not extend to the entire department, and consequently individuals on probation living in the city of Pico Rivera may not have been included in our analysis. The other factor in data collection is that neither law enforcement or the probation officers track school of attendance for youth involved with the criminal justice system and consequently the possibility exists that individuals residing in Pico Rivera did not receive outreach on services available to them. However, we conducted a robust outreach and education program on all services available under CalGRIP, which included setting up information booths at city-wide events throughout each year. The other obstacle, or better yet reality, is that the financial conditions

that existed prior to award have not improved for the city or our community partners. The city is still faced with a budget deficit and non-essential programs, like prevention and intervention are typically not a priority over essential services. As one example, the contract for the Deputy from LASD who was stationed at El Rancho High School was not renewed for 2018. While we have substantial evidence on the benefits of this program, we still have to overcome perceptions about the benefits of community policing. We continue to actively seek and respond to other funding opportunities and sources to support this need and to continue the work that began under this grant initiative.

Through our CalGRIP program we learned that targeted interventions, such as mentoring, mental health services, skills instruction and enrichment activities, conducted in small groups, had a positive impact on attendance and behavioral incidents. Our CalGRIP program had a positive impact on juvenile crime, recidivism rates, and gang shootings.

II. Introduction

The city of Pico Rivera applied for and received the California Gang Reduction, Intervention and Prevention (CalGRIP) grant from the California Board of State and Community Corrections. The three-year CalGRIP grant program began on January 1, 2015 and ended on December 31, 2017. Pico Rivera is in southeastern Los Angeles County. It has a total area of 8.8 sq. miles and is home to approximately 63,635 residents¹ (7,587 persons per square mile compared to 239 for the state). The risk factors for gang involvement in our community and for our students in the El Rancho Unified School District (ERUSD) are high. The percentage of students qualifying for free and reduced price meals (federal poverty indicator) in ERUSD schools is 73%, significantly higher than the county average of 67% and the state average of 58%. ERUSD's student population mirrors the population of the city of Pico Rivera where immigrants of low socioeconomic status make up a majority of the population, with 91.2% of the population Hispanic, 33.7% foreign born, and 73.6% speaking a language other than English in the home. The results from our Needs Assessment indicate a trend that is a growing concern to us – our youth are experiencing an increase in risk factors and a decrease in protective factors.

The city of Pico Rivera designated the office of the City Manager to administer the grant and coordinate all agencies participating in the project. Raymond Chavez was designated as the Project Director due to his previous involvement and success with partnering agencies, including both the LA County Sheriff's Department, and El Rancho

¹ US Census Bureau (2016 estimate)

Unified School District. His experience with programs and activities to address the needs of children and youth, including at-risk populations, made him an obvious choice. Prior to the CalGRIP award, the city of Pico Rivera was already engaged in several programs to address gang issues that include coordinated suppression activities with local, regional, and state law enforcement agencies. The Sheriff's Department (contracted law enforcement for the city) created Operation Safe Streets (OSS) to provide gang suppression and investigation services throughout the county. OSS comprises two details, the Gang Enforcement Team (GET) and Operation Safe Streets Detail. GET has four primary tasks: provides uniformed personnel to work patrol in the most active or violent gang areas; disseminates and exchanges information about street gangs and their associates with other law enforcement; provides in-service training for outside law enforcement agencies working gang suppression; and prepares presentations for civic groups about gang activity. Operation Safe Streets Detail has six primary tasks: investigates felonies of targeted gangs; gathers, and disseminates information concerning gang crimes; maintains liaison with local, state and federal agencies concerning street gangs; provides in-service training to Units within the Department; provides technical expertise and expert court testimony to other law enforcement agencies; and conducts presentations to community groups concerning gang activities. Prior to the award of our CalGRIP grant, crime related to gang activity had increased over the past several years in Pico Rivera. Gang crimes impact our entire community. In November 2013, across the street from ERUSD's largest early learning program, two known gang members walked up to three rival gang members and began shooting semi-automatic rifles. On May 11, 2014, an 18-year old known male gang member was shot in the face with a shotgun by a rival gang member. On August 3, 2014 an innocent victim was accidentally shot and killed when a known gang member held the victim's wife hostage in their home in a stand-off with law enforcement. In 2013, two gang members

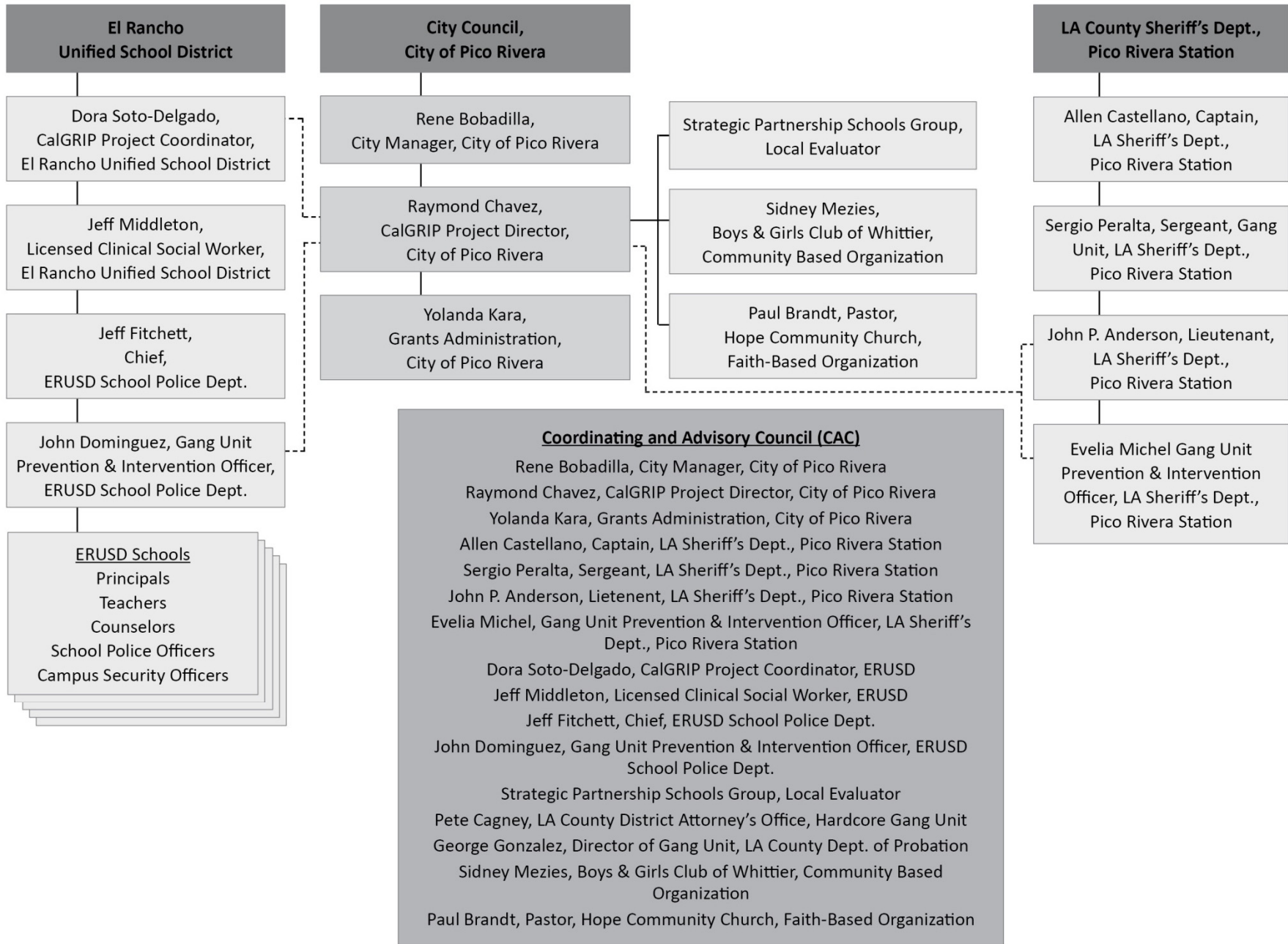


were sentenced to death for the slaying of 3 innocent people killed in July 2009. There are six active gangs in Pico Rivera: Rivera, Pico Nuevo, Pico Viejo, Jardin, Horseshoe, and Brown Authority.

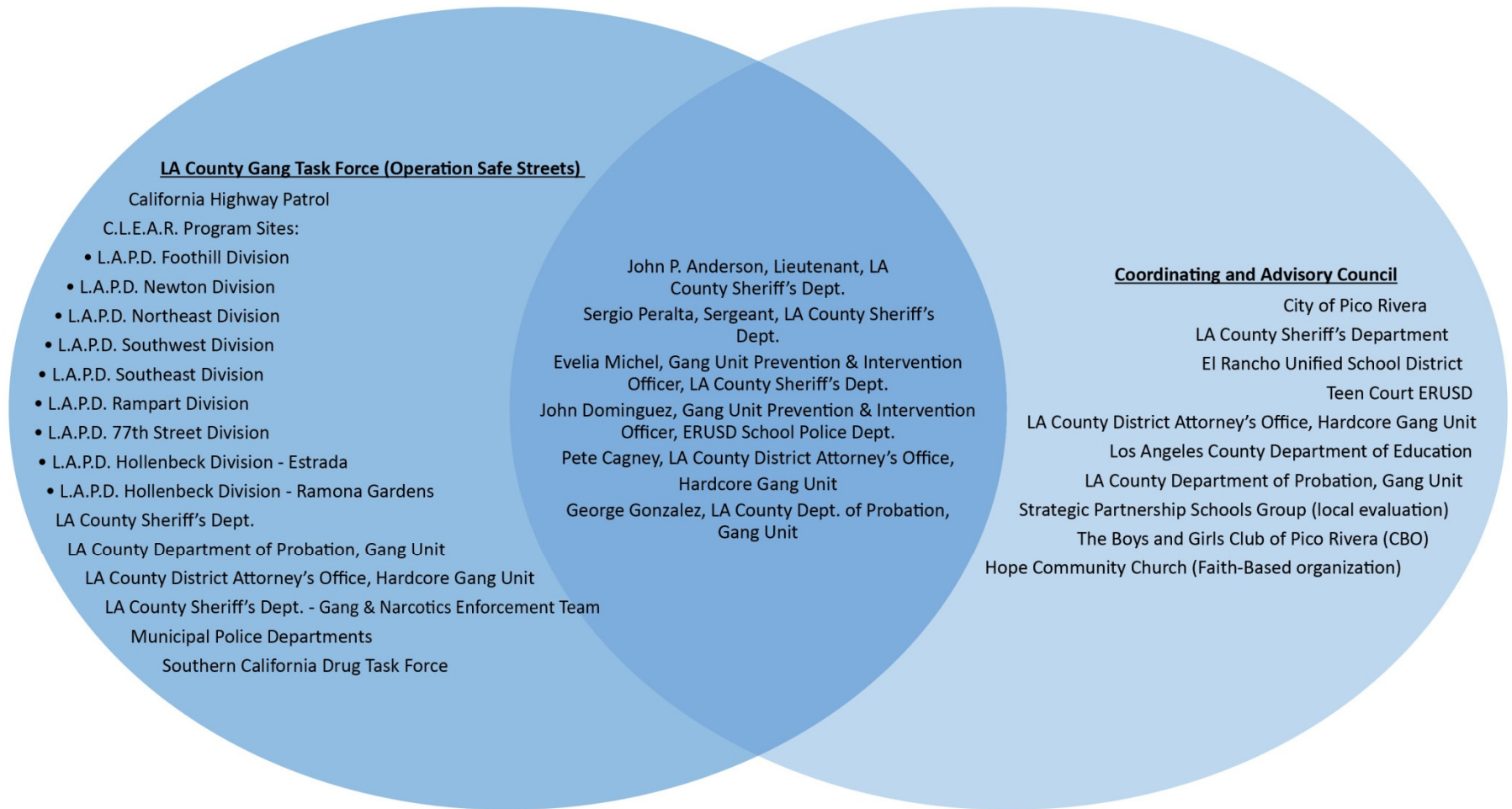
- Documented population of 1,500 primary members, 31 secondary members and 189 affiliates. Two hundred and twenty members are under 21 years of age.
- All Pico Rivera gangs recruit new members from tagging crews and Pico Nuevo and Rivera recruit youth membership at a much higher rate than the other gangs.
- Gang membership is familial, with 75% of youth gang members having one or more family members already in the gang.

The existing management structure for each participating agency remained in effect for the CalGRIP program (see organizational chart with lines of authority below), and the Coordinating and Advisory Council (CAC) was utilized as the governing body for our program. The CAC provided a vehicle to expand program-relevant partnerships. Data-driven decisions drove our management organization to ensure our project supported the objectives and goals outlined in our CalGRIP project proposal, as well as provided a method of identifying what was working and what wasn't working, and progress and obstacles toward meeting our goals. The El Rancho Unified School District (ERUSD) was an important partner in our CalGRIP project, as most of our intervention and prevention activities took place within the schools. The Boys & Girls Club provided academic tutoring, homework assistance, mentoring, and after-school activities that included: enrichment, physical activity and sports, and dance classes.

CalGRIP Key Personnel and Lines of Authority



Our regional approach to anti-gang activities included close cooperation with the Los Angeles County Gang Task Force. The following chart illustrates the overlap between the LACGTF and the CAC.



III. Project Design

Our CalGRIP project design included a clear statement of goals and measurable objectives. Grant funds were utilized to implement a collaborative effort to reduce gang membership through the use of evidence-based prevention and intervention activities in coordination with the Los Angeles County Sheriff's Department and El Rancho Unified School Police Department's ongoing suppression activities. Our project design had two goals with nine corresponding objectives for our project.

Goal 1: Provide evidence-based programs, practices, and strategies for intervention and prevention for at-risk youth to reduce gang activity in our community.

- Objective 1: Decrease the juvenile recidivism rate by 10%.
- Objective 2: Decrease the number of weapons on school property by 25%.
- Objective 3: Decrease the percentage of expulsions and suspensions related to violent/aggressive behavior by 30%.
- Objective 4: Decrease truancy rates by 10%.
- Objective 5: Decrease juvenile crime rates by 20%.
- Objective 6: Decrease the number of incidents of graffiti and tagging by 25%.
- Objective 7: Decrease youth gang membership by 20%.

Goal 2: Increase systems capacity and infrastructure to address gang related activity.

- Objective 8: The number of policy changes for the City and partners completed as a result of this grant will increase by three.
- Objective 9: The number of organizations and agencies participating on the Coordinating and Advisory Council (CAC) will increase by 50%.

Our CalGRIP program implemented two evidence-based programs (G.R.E.A.T. and ART), as well as cognitive behavioral counseling and case management strategies; after-school mentoring and enrichment programs; and expanded ERUSD's Teen Court. The G.R.E.A.T. (Gang Resistance and Education Training) program was created by the Office of

Juvenile Justice and Delinquency Prevention and is recommended by CrimeSolutions.gov and the Office of Juvenile Justice and Delinquency Prevention Model Program Guide. At the time of our program implementation, the G.R.E.A.T. program was the only program specifically focused on reducing gang membership that had been rigorously evaluated, and this remains true today. The G.R.E.A.T. middle school component consists of a competency-based life skills curriculum designed to produce knowledge and attitudinal and behavioral changes through facilitative teaching, positive behavior rehearsal, and cooperative and interactive learning techniques. The goal is to help youth avoid gang

The goal of the G.R.E.A.T. program is to help youth avoid gang membership, prevent violence and criminal activity, and develop a positive relationship with law enforcement, resulting in safer communities.



membership, prevent violence and criminal activity, and develop a positive relationship with law enforcement, resulting in safer communities. One special feature of the curriculum is the G.R.E.A.T. Project, which requires students to present a plan for improving their school. Research indicates that gang members have lower levels of school commitment than non-gang members, as well as higher levels of social isolation. G.R.E.A.T. Families is a research-based, family-strengthening program consisting of a six-session family curriculum and a family/community resource guide designed to complement the middle school program. G.R.E.A.T. Families' goal is to strengthen communities by strengthening families through engaging parents and youth in cooperative lessons. When children have family support, their needs for family/parental relationships and connection are fulfilled. This increases the chances that the family will be free of crime, violence, drugs, and gang affiliation.

ART (Aggression Replacement Training) is an evidence-based program with an 'effective' rating by CrimeSolutions.gov and is recognized as a model program by both the U.S. Department of Justice and the Office of Juvenile Justice and Delinquency Prevention. ART was implemented under our grant program to at-risk students (at-risk youth, first time offenders without current gang affiliation). ART is a multidimensional, psycho-educational intervention designed to promote pro-social behavior in chronically aggressive and violent adolescents using techniques to develop social skills, emotional control, and moral reasoning.



Jeff Middleton, LCSW, ERUSD used **Cognitive Behavioral Therapy, an evidence-based practice**, to provide mental health and substance abuse counseling to at-risk youth and juveniles involved in gangs. Cognitive Behavioral Therapy provides structured goal setting, planning, and practice. The Council created under this grant utilized **case management strategies** to enhance intervention techniques and decrease gang related crime and recidivism rates.

Mentoring programs are proven practices endorsed by CrimeSolutions (US Office of Justice), SAMHSA's registry of national evidence-based practices, and the Office of Juvenile Justice and Delinquency Prevention (OJJDP) Model Program Guide, to name a few. OJJDP's funded Gang Reduction Program found effective prevention services included **academic enrichment and homework assistance** while intervention/reentry services included **after-school sports and recreation and mentoring**, all of which were provided through our CBO's Boys and Girls Club at the High School. OJJDP also found positive results that **Teen Courts** for first time juvenile offenders significantly reduced repeat offending.

Our project design addressed the identified needs and gaps by expanding existing programs and enhancing services to at-risk youth and youth who were already involved in gang activity. Our focus to meet goal #1 was a comprehensive training program for police officers to facilitate their implementation of evidence-based programs and practices at district schools. The G.R.E.A.T. program provided a universal prevention curriculum for middle school students and their families. The ART program was utilized for at-risk students who either were involved with a gang, or at risk for joining a gang (gang member in family, probation, interaction with law enforcement). John Dominguez and Evelia Michael, the Gang Prevention Officers hired under the grant, provided additional, mentoring, and case management services to students on



probation. The Boys & Girls Club provided desperately needed mentors for at-risk students, to support engagement in school and community while fostering positive relationships with adults. B&GC focused their services on physical activity, enrichment programs, academic tutoring, mentoring and job skills programs. To keep students in school we provided alternatives to suspension and expulsion through Our Teen Court: ERUSD Student Restorative Justice Council program. Therapeutic mental health counseling and substance abuse counseling was provided by ERUSD's mental health department as part of our match to our target population. We utilized a sequence of steps for implementing our project design, which included a continuous loop for quality control, beginning with 1) hiring, training, executing contracts; 2) curriculum delivery, service delivery, case management; and 3) reviewing progress to assess effectiveness and making adjustments as needed. Our CalGRIP program utilized individuals hired under our grant program, existing personnel within the city of Pico Rivera and ERUSD, as well as existing personnel and resources in our city and county. Their work was complimented by individuals providing existing services (police officers, probation officers, officers of the court, counselors, teachers, administrators, etc.).

The target population for our CalGRIP program was youth in detention or on probation, identified through the schools for aggressive behavior or drug use, identified as gang members or with family members in gangs, and currently on probation and/or suspended or expelled from ERUSD. Universal prevention targeted middle and high school students enrolled in ERUSD. We utilized a variety of tools to identify participants for our CalGRIP project. The LA County Sheriff's Department, El Rancho Unified School Police Department, Department of Probation, and the juvenile courts provided information on gang membership to identify youth who were members of gangs and/or had family members in gangs. The city

of Pico Rivera and ERUSD provided demographic information. LASD, Probation and ERUSD identified youth who were incarcerated or on probation. ERUSD also identified students with disciplinary actions (suspensions and expulsions – with an emphasis on incidents of violence, weapons, and drug and alcohol abuse). ERUSD worked closely with the Coordinating and Advisory Council (CAC) created under this grant to identify students for mental health and substance abuse counseling using standard psychological assessment. The G.R.E.A.T. program was utilized as universal prevention and served students and their families in grades 5 through 9.

IV. Project Evaluation Methodology/Research Design

The city of Pico Rivera contracted with Strategic Partnership School Group, Inc. (SPSG) to perform the evaluation of our CalGRIP project. The research design used by SPSG included a process evaluation to evaluate the conduct and an outcome evaluation to evaluate the effectiveness of the program. SPSG has extensive experience evaluating state and federal grant programs to address youth violence and safe school issues – including the U.S. Department of Justice’s Gang Resistance and Education Training (G.R.E.A.T.) grant program and the BSCC’s CalGRIP program. A total of 10% of grant funds were utilized for evaluation, which included data collection, performance measurement, and evaluation. SPSG created and maintained the Evaluation Plan, which was submitted to the BSCC in March 2015 for approval. The Evaluation Plan described how data would be collected, reported and analyzed for process and outcome measures. Throughout the three-year grant period, SPSG created monthly evaluation bulletins, made evaluation presentations, and worked closely with the Project Director to submit all required grant reports.

SPSG utilized an evaluation process that relied on quantitative and qualitative data collection methods to maintain focus on mission, purpose, goals, and objectives; develop strategic plans; maintain program fidelity; measure progress; and promote sustainability. The quantitative methods included: monthly reviews of caseload data (mental health, rehabilitation and counseling services for drug and alcohol abuse, case management services); monthly analysis of activity logs and worksheets; crime and probation data; California Healthy Kids Survey; and

updates on socio-economic data. Qualitative methods, particularly to gauge participant and stakeholder perspectives and the impacts of strategies on institutional practices and policies, consisted of site visits, focus groups, and one-on-one interview procedures.

The evaluation methods were designed to maintain focus on mission, purpose, goals and objectives; develop strategic plans; maintain program fidelity; measure progress; and promote sustainability.

SPSG utilized a mixed-method (process, outcome, and fidelity) for the outcome evaluation. Outcome evaluation determined the impact of the project on students and their families across project performance indicators. Outcome measures were evaluated using a pre/post method to gauge our success in meeting our

objectives. **Process measures** included: the number of individuals who received professional development training, and the number of program participants who received interventions. **Evidence-based programs formed a core foundation for our CalGRIP program.** However, the effectiveness of these programs could only be assured if they were implemented with fidelity to the original, proven design. SPSG's evaluation methodology included two important fidelity approaches. The first was a generic fidelity assessment based on implementation science researched by Fixen² and others. This research shows that there are critical quality elements during the implementation of any new program, especially in the area of staff training. The second fidelity approach comprises the more conventional, program-specific

² Fixen, D., Naoom, S., Blase, K., Friedman, R., Wallace, F. (2005). The National Implementation Research Network (FMHI Publication #231).

fidelity assessments. The evidence-based programs implemented under our CalGRIP program (G.R.E.A.T. and ART), included tools for use in Fidelity assessment. Underlying SPSG's evaluation plan was the creation of a scientifically sound logic model explicating the mechanisms through which progress was made towards achieving desired outcomes. This logic model had a built-in feedback loop emphasizing the provision of timely, regular, and useful feedback to stakeholders for informed decision-making relative to needed changes in program activities. During the first three months of the project, SPSG inventoried project assets and weaknesses and developed self-administered logs, worksheets, and other data collection instruments, as necessary.

The following chart identifies how process variables and outcome variables were measured:

Primary Evaluation Questions for Pico Rivera's CalGRIP Program			
To what degree and in what manner has/have:	Implementation aligned with the program model?	Key elements & approach have been described?	Participants made & maintained gains in proposed outcomes?
Quantitative Measures			
CalGRIP Fidelity Index	√	√	
Mental Health Referrals and Treatment Logs	√	√	√
Surveys: Close-ended Questions (CHKS)			√
Student Academic Records			√
Student Conduct Records: attendance, referrals, suspensions/expulsions			√
Probation Records			√
Arrest Records			√
Attendance Logs (training)			√
Personnel Records	√	√	√
Qualitative Measures			
Administrative Records (Police, Probation, School)	√	√	
On-Site Observations	√	√	
Focus Groups	√	√	
Key Informant Interviews	√	√	
Surveys: Open-ended	√	√	

The following chart identifies the type of data, collection frequency, and responsible party for the nine outcomes:

Data Source	Who will collect raw data	Frequency of raw data collection	Analysis and Reporting
Decrease the juvenile recidivism rates			
Arrest records – including dispensation, probation records	Law enforcement/ Department of Probation	Monthly	Quarterly status report and annual evaluation reports
Decrease the percentage of expulsions and suspensions related to violent/aggressive behavior by 30%			
Discipline records	El Rancho Unified School District	Monthly	Quarterly status report and annual evaluation reports.
Decrease juvenile crime rates by 20%			
Decrease the number of incidents of graffiti and tagging by 25%			
Crime data	LA County Sheriff's Dept. (LASD) and ERUSD School Police Dept.	Monthly	Quarterly status report and annual evaluation reports.
Attendance Logs for ART and G.R.E.A.T. programs	Gang Prevention Officers	Monthly	Quarterly status report and annual evaluation reports.
Decrease youth gang membership by 20%			
Gang Records	LASD and LA County Gang Unit Task Force	Monthly	Monthly status reports using a pre/post calculation to calculate change.
Decrease the number of students who report bringing a weapon to school (including firearms) by 25%			
California Healthy Kids Survey (CHKS)	Classroom teachers	Annual	Annual evaluation reports using pre/post data to measure outcome. Data was also compared to other available outcome data, such as suspension and expulsion records.
Activities that impact all outcomes			
Mental health referral forms, treatment logs, discharge reports	Jeff Middleton, LCSW (ERUSD)	Monthly	Quarterly status report and annual evaluation reports. In addition to the total number of students who received service, analysis included the type and amount of service provided, and whether or not service met treatment goals.
G.R.E.A.T. and ART sign-in sheets, pre/post surveys, and fidelity checks	Gang Unit Prevention Officers	Monthly	Monthly analysis included in monthly evaluation bulletin.
Teen Court: ERUSD Student Restorative Justice Council outcomes	School Administrator and participating students	Monthly	Monthly analysis included in monthly evaluation bulletin.
The Boys and Girls Club sign-in sheets, mentoring logs	The Boys and Girls Club (CBO)	Monthly	Monthly analysis included in monthly evaluation bulletin.



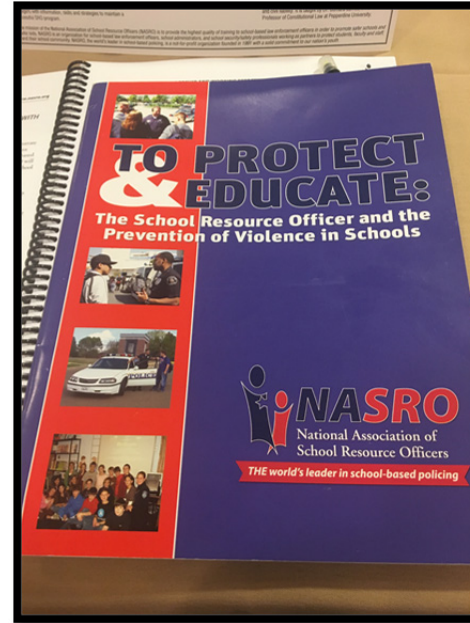
V. Project Evaluation Results

The following provides the project evaluation for our project design; broken out by the two goals with nine corresponding objectives for our project.

Goal #1: Provide evidence-based programs, practices, and strategies for intervention and prevention for at-risk youth to reduce gang activity in our community.

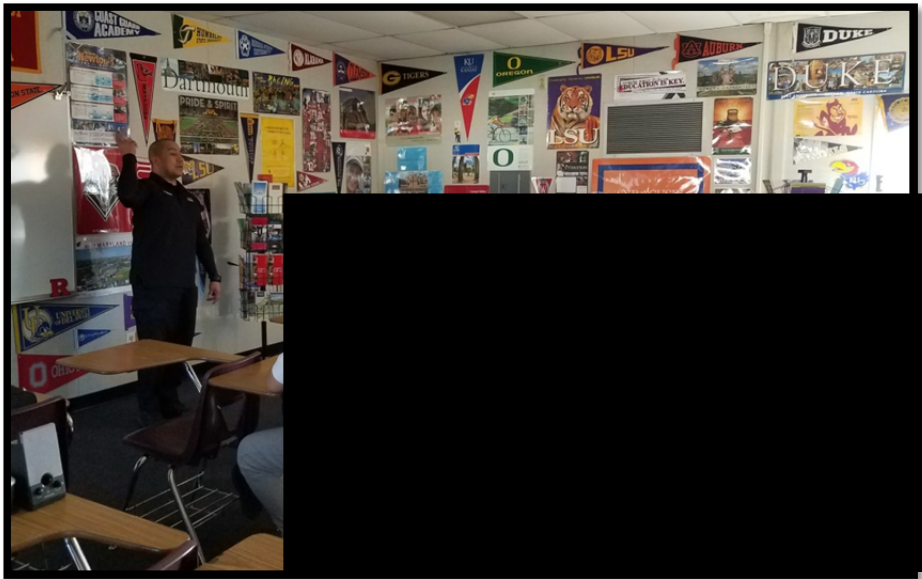
Activities to support this goal included: 1) hiring and training two Gang Prevention Officers; 2) implementing the G.R.E.A.T. program; 3) implementing the ART program; 4) providing therapeutic mental health services and substance abuse counseling; 5) expanding the Teen Court program; and 6) establishing a Boys & Girls Club at the high school to provide mentors, enrichment, tutors, and physical activity.

1). John Dominguez and Evelia Michael were hired as the Gang Prevention Officers. Officer Dominguez was hired through the El Rancho Unified School Police Department and Deputy Michael was hired through the Los Angeles County Sheriff's Department. Both Officers were extremely successful in working with the students, family members and community members under the CalGRIP program.



*Officers visit the National Law Enforcement Officer Memorial during the June 2017 NASRO training in Washington, D.C.
Left to Right: Officer Dominguez, Gang Prevention Officer, Officer Ramirez, ERUSD Police Department, Deputy Peralta, LASD, and Officer Gomez, ERUSD Police Department*

The CalGRIP program and Officers Dominguez and Michael received positive media coverage from local newspapers and televised news programs. Both Gang Prevention Officers, along with several additional law enforcement and probation officers, participated in several professional development opportunities through the CalGRIP program. The Gang Prevention Officers hired under our CalGRIP program received a total of 304 hours of professional development, training, and certification through this grant program. Professional development for the Officers hired under this program ensured they



Gang Prevention Officer Dominguez teaching life skills to PROMISE participants

developed the knowledge and skills necessary to excel in their positions, and remain current on regional, state, and national best practices, specifically as they relate to gang prevention and intervention. Our CalGRIP program also provided professional development opportunities for law enforcement and probation officers working closely with our CalGRIP officers to prevent gang membership and activity. This enabled them to hone their skills as well as strengthen the working relationship between multiple agencies, which resulted in an increase in cooperation

and intelligence sharing. Officers Dominguez and Michel attended all the following training opportunities along with additional attendees where noted: a) Aggression Replacement Training, which included certification to deliver this program. b) Gang Resistance and Education Training (G.R.E.A.T.), which included the G.R.E.A.T. Families training. Two additional Deputies from the LASD also participated in this training. c) National Association of School Resource Officers (NASRO). Participants attended this training twice during the grant period: July 2015, which included the SRO I Certification program and June 2017, which included the Advanced SRO certification. CalGRIP officers were joined by one additional officer from the School Police Department, one additional Deputy from LASD, and one Deputy Probation Officer from the County

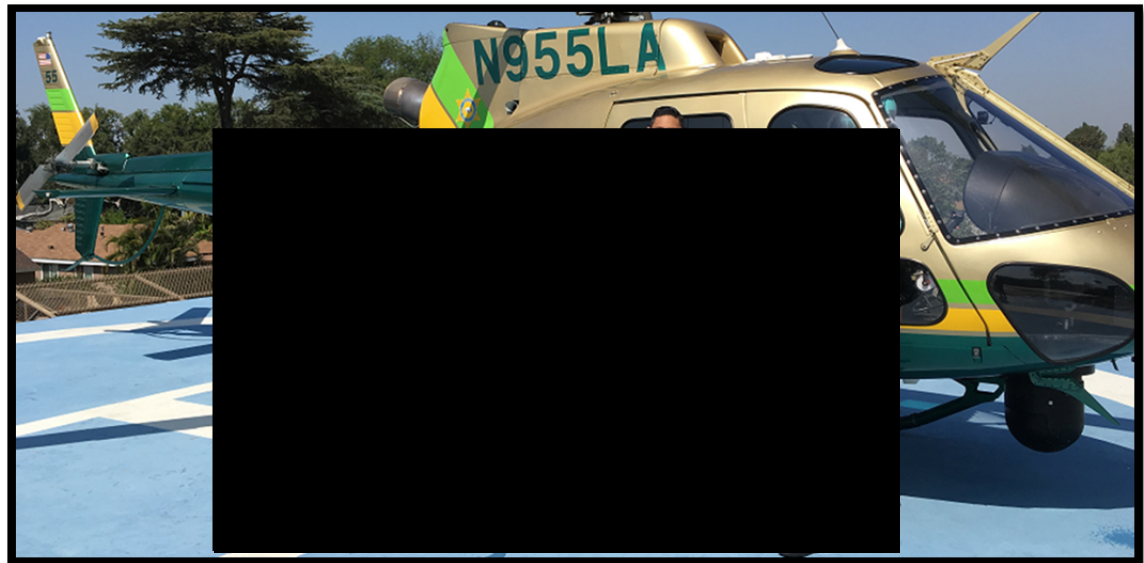
Department of Probation. d) NextGen School Safety Conference, which included participation from one additional Officer from the School Police Department and one additional Deputy from LASD. e) National Gang Violence Conference was attended by CalGRIP Officers in August 2015, and again in August 2016. One additional Officer from the School Police Department and three mental health therapists from ERUSD also attended the August conference. f) Officers Dominguez and Michel also attended the LA Gang Violence Prevention and Intervention Conference. In addition to teaching the ART and G.R.E.A.T. programs, Officers Dominguez and Michel provided counseling and mentoring services to at-risk youth throughout the three-year grant period. In fact, our CalGRIP Officers were so dedicated and committed to serving our target population that their work with students and community partners culminated in their creation of the PROMISE to Be Great (PROMISE) program at the beginning of 2017. The PROMISE program formalized a mentoring program with our most at-risk students.

PROMISE participants improved their attendance (78% of participants by an average of 33%) and decreased behavioral incidents (56% of participants by an average of 25%)

PROMISE, led by the CalGRIP Officers, included the cooperation and participation of the El Rancho School Police Department, Los Angeles County Sheriff's Department, ERUSD's Mental Health Department, and the Boys & Girls Club. PROMISE activities included life skills, field trips, homework assistance, arts and crafts, board games, outdoor activities and guest speakers. A therapeutic mental health counselor from ERUSD was on-site for each session and led the participants in

a variety of activities to support social and emotional health in a non-clinical setting and was also available for individual or group therapy as the need arose.

Participants received information on criminal justice procedures, probation, and individual rights from representatives from the LA County Sheriff's and Probation Department, and the juvenile courts. Field trips and guest lectures included a trip to Homeboy Industries. Homeboy Industries provides hope, training, and support to formerly gang-involved and previously incarcerated men and women allowing them to redirect their lives and become contributing members of our community. Each year over 10,000 former gang members from across Los Angeles come through Homeboy Industries' doors in an effort to make a positive change. They are welcomed into a community of mutual kinship, love, and a wide variety of services ranging from tattoo removal to anger management and parenting classes. Full-time employment is offered for more than 200 men and women at a time through an 18-month program that helps them re-identify who they are in the world, and offers job



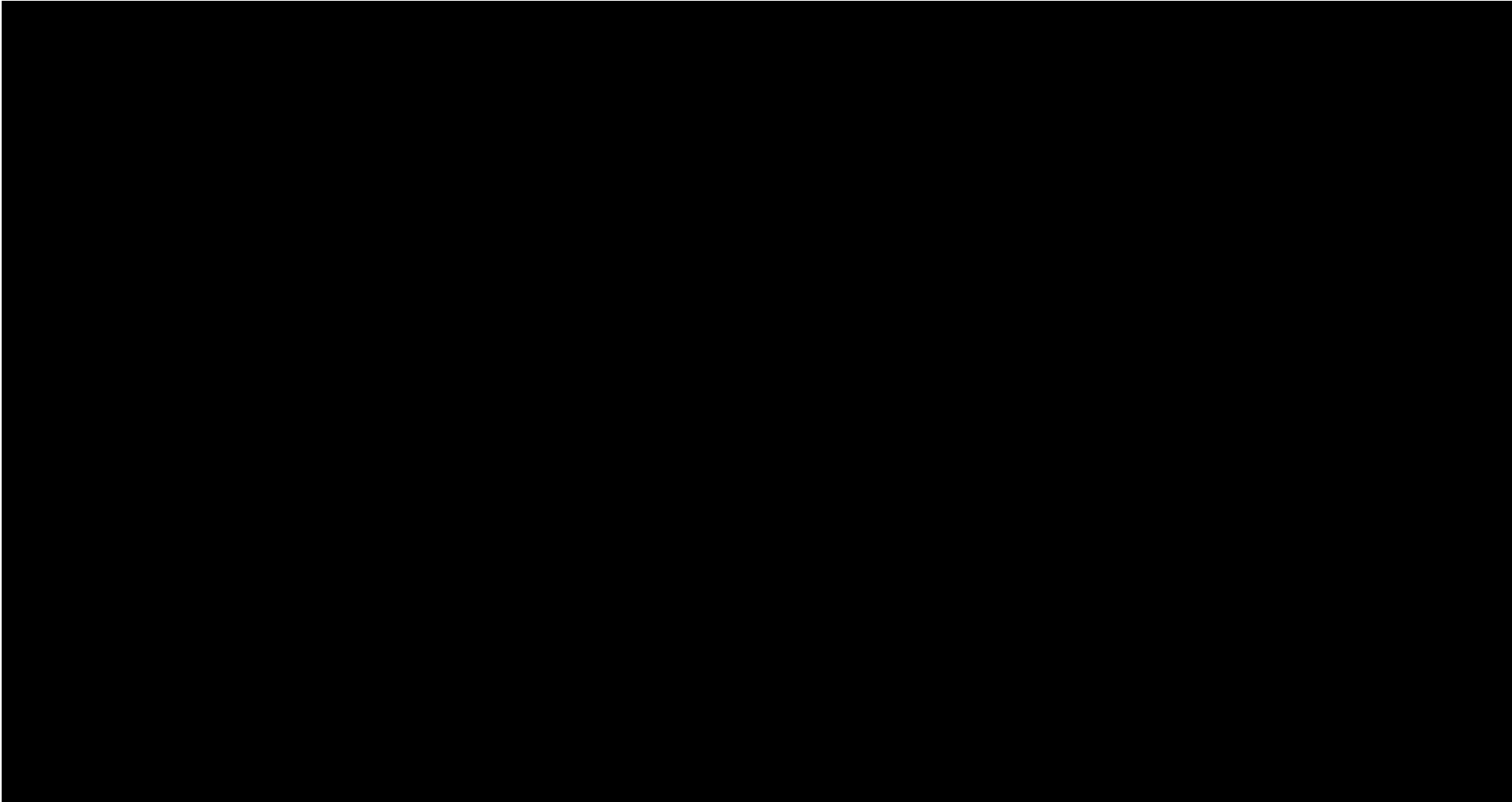
PROMISE participants tour LA County Sheriff's Department. Gang Prevention Officer Michel, second from the left (standing).

training so they can move on from Homeboy Industries and into jobs that benefit the community - knowing they count! The PROMISE program met on a weekly basis and one Saturday each month providing a total of 17 hours a month. A total of 2,014 hours of service was provided to 37 at-risk youth during the inaugural year (2017) of our PROMISE program. The preliminary impact of our PROMISE program gives cause for optimism. Thirty-five percent of all participants increased their school attendance and decreased behavioral incidents. The outcomes are even greater for the participants from the Spring 2017 cohort. Behavioral data collected after they participated in the program showed: 78% of these



Deputy Probation Officer Gonzalez talks to PROMISE participants about the role of the Probation Officer and the different types of juvenile facilities and probation.

students increased attendance by an average of 33%, and 56% of these students decreased behavioral incidents by 25%! ERUSD has committed to continue the PROMISE program after the period of CalGRIP funds has ended. In fact, ERUSD received funding to support this program starting on January 1, 2018 from BSCC's Prop 47 grant program. Moreover, ERUSD is actively searching for research grants or funding to study the impact and efficacy of the PROMISE program.



Social skills exercises for PROMISE participants

2). Officers Dominguez and Michel provided the G.R.E.A.T. curriculum to students in grades 5, 6, 7, and 8 enrolled in ERUSD elementary and middle schools. Throughout the three-year grant program 1,049 students successfully completed and graduated from the 13-week G.R.E.A.T. program.

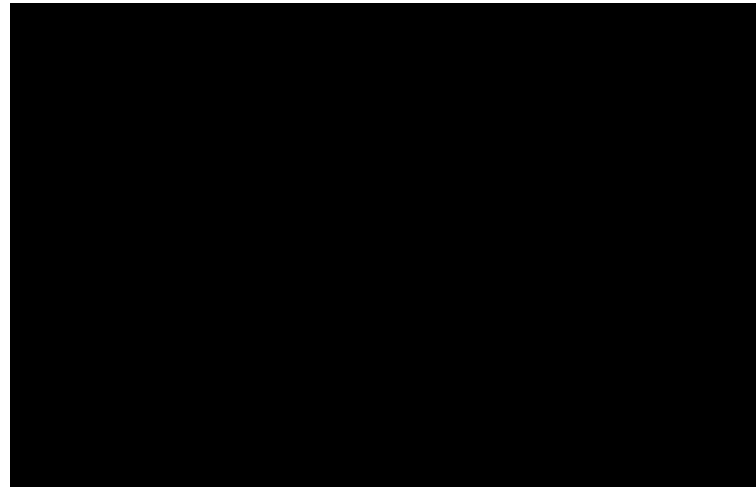
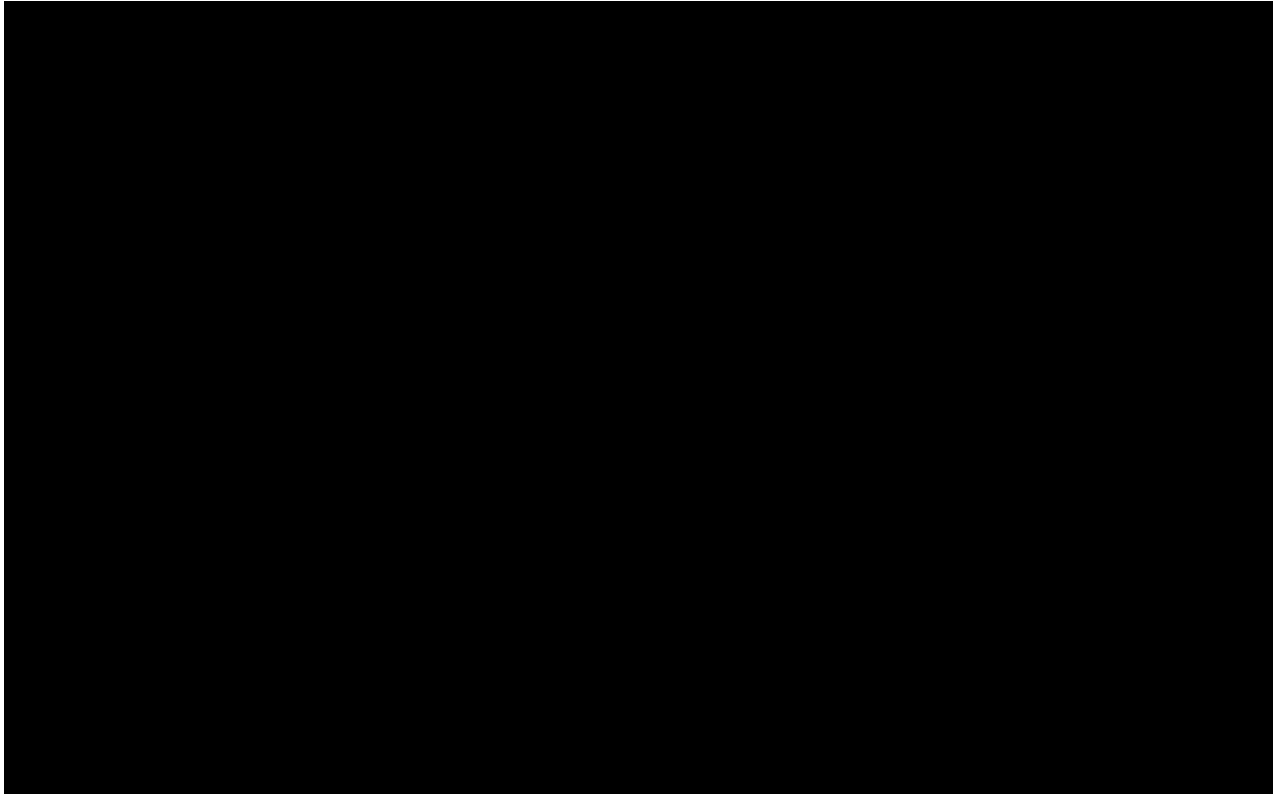


Photo credit: Keith Birmingham, Whittier Daily News. Photo from the first G.R.E.A.T. graduation ceremony that included more than 250 students from Rivera Middle School, Burke Middle School, North Park Academy of the Arts, and El Rancho High School. Representatives from all CalGRIP partners participated in this graduation ceremony, including the Mayor of the city of Pico Rivera, City Council members, and ERUSD School Board Members



Gang Prevention Officer Michel teaches the G.R.E.A.T. curriculum to students at Rivera Middle School.

Twenty-six students opted to participate in the summer G.R.E.A.T. enrichment program, which included the G.R.E.A.T. curriculum and a wide-variety of enrichment programs and field trips. An additional 16 families successfully completed the



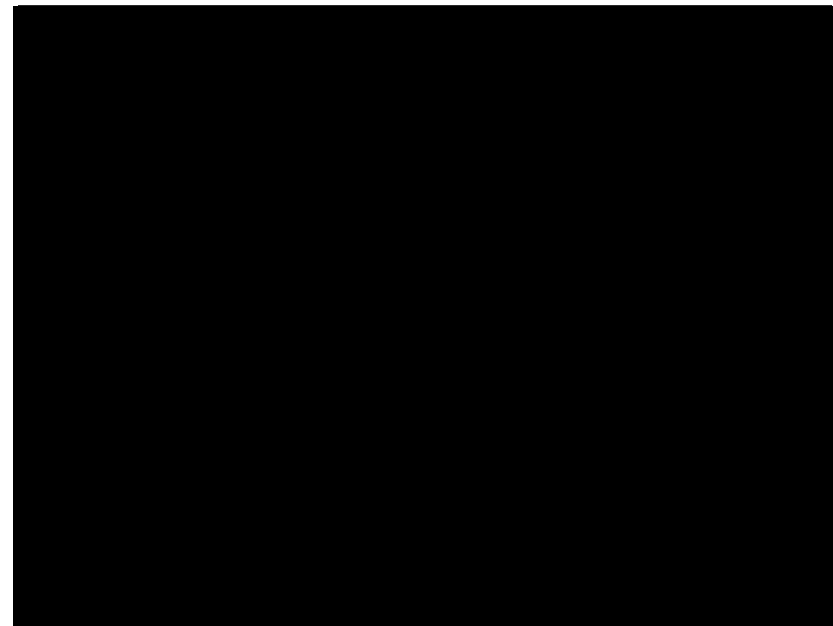
G.R.E.A.T. Families program. Participants for the Families program were family members of the youth who participated in the ART program. Both programs were extremely well received by participants and school officials.



G.R.E.A.T. Summer Program included a wide-variety of enrichment activities and field trips. For many of the participants, this was their first time hiking and camping.

3). Officers Dominguez and Michel co-facilitated all Aggression Replacement Training (ART) classes. These officers worked closely with the Los Angeles County Department of Probation and ERUSD personnel to identify at-risk students to participate in the ART program. The ART program met three times per week for a ten-week period. The curriculum included: anger management, morale reasoning and skill building. Each session was one hour in length and was limited to no more than ten students per group. A total of 78 students in grades 5 - 12 graduated from the ART program.

Seventeen cohorts of ART students were convened during the three-year grant period. We noted improved behavior and attendance for students who participated in this program. Twelve percent of students increased their attendance while they were participating in the program and 41% increased their attendance after they graduated from the program. Eight percent of students decreased behavioral incidents while they were participating in the program and 36% decreased behavioral incidents after they graduated from the program.



ART students during their graduation ceremony

The possibility that this program had an even greater impact on the participants exists as outcome data could not be collected on 36% of the ART participants (moved, graduated, etc.).

Throughout our CalGRIP program, graduation ceremonies were held for every cohort of ART and G.R.E.A.T. classes. Graduation ceremonies were large scale events for the G.R.E.A.T. programs, attended by law enforcement, city officials, the probation department, and ERUSD personnel, as well as receiving coverage in local newspapers. ART graduation ceremonies were smaller events that were attended by law enforcement, ERUSD personnel, and parents and family

ART graduates improved their attendance (42% of participants) and decreased behavioral incidents (36% of participants)

members. Regardless of the size of the graduation, our CalGRIP Officers ensured that each participant was recognized for his/her achievement. These ceremonies provided an additional opportunity for law enforcement to socialize and celebrate with students and their families, building positive relationships and reinforcing the helping role law enforcement can play for at-risk youth.

4). ERUSD’s mental health counselors provided therapeutic mental health and substance abuse counseling to our at-risk population (at-risk behavior profile: on probation, gang member or family members are gang members).

Jeff Middleton, LCSW, supervised the mental health professionals at ERUSD who provided Cognitive Behavioral Therapy, an evidence-based practice, to at-risk youth and juveniles involved in gangs. Cognitive Behavioral Therapy provides structured goal setting, planning, and practice. Mental health services were provided to students at their respective school campus, which removed all logistical barriers to participation in counseling. Students and their parents/guardians reported that this was the preferred setting. School based counseling services have proven effective across the state and country by treating students in their primary environment. Addressing mental health needs and associated behavior problems at school helps students

stay in school and become more connected to their school and community. Providing this protective factor creates a positive competing pathway to the lure of gangs. Increasing the presence of social workers in our school district fills a vital need, often as the only resource a student has in coping with addiction in themselves or a caretaker, violence in their home, or lack of parental involvement - all factors associated with risk for gang involvement. **Under our CalGRIP program ERUSD counselors provided 6,706 hours of therapeutic mental health services to seven hundred and eighty-one (781) at-risk students!**

5). The Teen Court program was expanded and enhanced under the CalGRIP grant. The Office of Juvenile Justice and Delinquency Prevention (OJJDP) Model Program Guide found positive results for first time juvenile offenders that Teen Courts significantly reduced repeat offending. The El Rancho Teen Court is a Superior Court of California, County of Los Angeles juvenile justice program operated by students for students. Offenders between the ages of 13 and 17 who have committed a misdemeanor crime have their cases heard by a jury of their peers. The court is presided over by Los Angeles Superior Court Judges, Oliva Rosales and James Horan. Cases are managed by Los Angeles County Probation Department, Deputy Richard Fonseca. Students are assisted by attorneys, Blanca Pacheco and Rasha Gerges Shields. Both Student jurors and student offenders are assisted by our Court Psychologist Dr. Rebecca Gonzalez-Marin. The El Rancho Teen Court is a partnership between the El Rancho Unified School District and City of Pico Rivera. The Teen Court utilized evidence-based restorative justice principles and convened monthly while school was in session. Teen Court jurors are encouraged to be creative in their recommendations to

the court for the rehabilitation of the Juvenile Offender. The Jury may not recommend incarceration or payment of a fine, but may consider any type of counseling, tutoring, community service, letters of apology, curfew or any other sanction designed to assist the Juvenile Offender in his/her rehabilitation.

Throughout the three-year CalGRIP program a total of 45 students were adjudicated through Teen Court. Two citations issued were classified as felony offenses (robbery and arson), 12 cases were for assault and battery, 20 cases of petty theft, 6 cases related to drugs, 2 cases for trespassing, 1 case of receiving known stolen property, and 1 motor vehicle violation. Of these 45 cases, 4 were found not guilty, 1 was referred to the juvenile courts, and 40 students received a 6- month probation term. A total of 3,091 community service hours were assigned to the 40 students on probation. During this period, one student re-offended, which resulted in a 2.5% recidivism rate during this time period.

The Teen Court program also provides benefits for the student jurors who adjudicate the cases, particularly for students who are interested in a career in law enforcement, judicial and court proceedings, social work, etc. To date, ERUSD has had 3,540 student jurors, with 24 student jurors per session.

Throughout the CalGRIP grant period, the Teen Court program achieved the following:

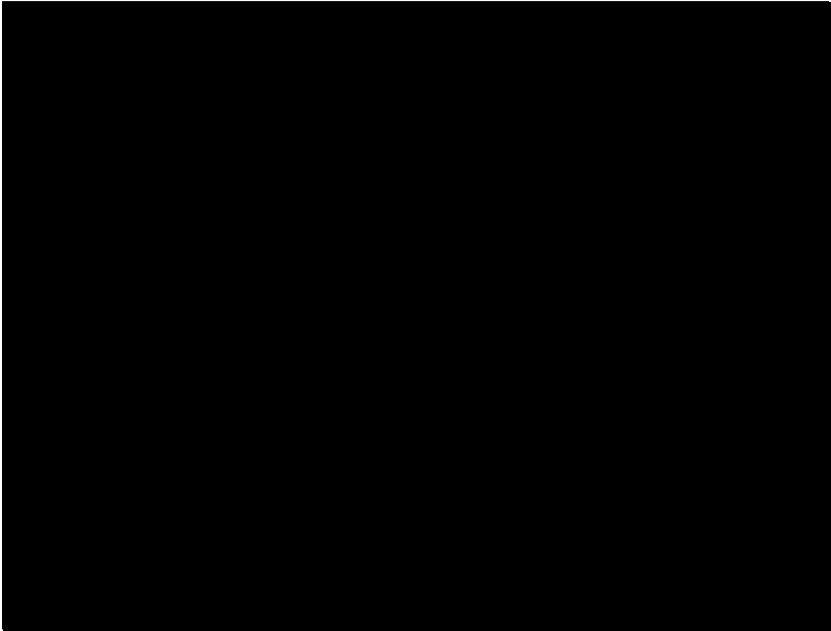
- El Rancho Teen Court serves as the model teen court in the state of California
- The El Rancho Teen Court has helped start the most Teen Courts in an Assembly District in California (Downey, Bellflower, and Bell Gardens)
- In February 2018 the El Rancho Teen Court became the first teen court to be awarded the Civics Learning Merit Award by the Department of Education and Judicial Council of California
- The El Rancho Teen Court in collaboration with ERUSD secured an MOU with Rio Hondo College to establish a Pathway to their law school program.



El Rancho Teen Court Jurors

El Rancho Teen Court is unique in its innovative approach in keeping student interest all year round with the creation of the Teen Court Clubs, which has now become the model for organizing teen courts throughout the state of California. Participation in the Teen Court Club has increased dramatically. Seven students participated in the program in its inaugural year (2011-12 school year).

We currently have 50 students in this program (capacity) and over 250 students applied to participate at the beginning of the 2017-18 school year. Consequently, the Teen Court Officers had to set up an intricate interviewing process in order to select the participants for the program each year. Throughout the grant period Teen Court held an annual Parent Night where over 30 parents attended each event. The Teen Court website has over 10,000 hits and 300 blog comments. Members of our Teen Court Club had the opportunity to attend a SHADES (Stopping Hate and



Teen Court Club Members with Bob Archuleta, Pico Rivera Councilmember

Delinquency by Empowering Students) Case hearing and heard a hate crime case. Four of our female Teen Court Club members had the opportunity to attend the Young Women’s Leader Conference on March 3, 2015, which provides an opportunity for young women, particularly young women of color, to learn about the legal professions and possibly a career on the bench. During the event, the students heard from a number of distinguished speakers, participated in

question and answer sessions with speakers and panelists, and took part in the breakout sessions with judicial officers and attorneys. Also in attendance were representatives from various diversity bar organizations. The goal of the conference was to expose young women to female community leaders who have reached the very apex of their careers, so the trend of underrepresentation within the legal profession from communities plagued by violence, gangs and poverty can be turned around. Members of the Teen Court Club receive annual training, which includes the California Youth Court Summit at UC Santa Cruz, and SHADES Training at the Museum of Tolerance.

6). A Boys & Girls Club program was established at El Rancho High School under the CalGRIP program. The original intent of our CalGRIP program was to partner with the Boys and Girls Club of Whittier (BGCW) to establish a program site at El Rancho High School. Our goal was to implement a comprehensive mentoring program for at-risk youth, including academic enrichment and homework assistance and intervention/reentry services such as after-school sports and recreation. All members of the CAC agreed that providing a proven mentoring program that included healthy activities as alternatives to potentially poor decision making by at-risk students (loitering, tagging, and other crimes) was an essential component in addressing needs and gaps in services and meeting our stated objectives. Our analysis also found a significant gap in current practices and programs utilized by all CAC agencies to prevent and reduce gang activity. Due to the enthusiasm and support this program concept received from the partnering organizations and participants and their families, within six months the CAC was working closely with the Boys & Girls Club to establish a Boys & Girls Club Pico Rivera (B&GC). Opening a new B&GC facility, instead of operating a Whittier satellite, strengthened the relationship with the city of Pico Rivera – developing

a permanent presence and ensuring sustainability. The Boys & Girls Club licensed an official club for the city of Pico Rivera and the ribbon cutting ceremony was conducted in January 2016.



Ribbon cutting ceremony for the Boys & Girls Club Pico Rivera

The B&GC located at El Rancho High School served at-risk students enrolled in the school district and/or living in the city of Pico Rivera. The program served as safe-haven and alternative place to be for at-risk students, and ran every day after school (3:30-6:00), as well as offering selected weekend enrichment activities. We were also able to provide a summer program for our at-risk population. Program components included boxing, dance classes, sports, academic tutors and mentors. An End of the Year Showcase for the B&GC was held each year. The showcase included family members and friends of the participants in the program and provided an opportunity for participants to perform in public as well as promote the program in the community. In June 2017, Gabrielle Martinez, an ERUSD student, was awarded Youth of the Year from the Boys & Girls Club, representing the Southern California region. Her recognition included: 1) a trip to China with other winners from the state, 2) a new laptop, and 3) \$5,000 in college scholarship. The B&GC operated for a total of 1,101 hours during the three-year grant program, serving 602 at-risk students (may include duplicate counts for students who participated in more than one school year). While the evaluation of the CalGRIP grant was not a strict research project with a control group, we did note a 49 decrease in juvenile crimes over the life of the grant.

Goal 1, Objective 1: To decrease the juvenile recidivism rate by 10% by December 31, 2017.

The juvenile recidivism rate decreased from 2014 to 2017 by 66%. Prior to the award of our CalGRIP program (2014) there were 22 youth enrolled in ERUSD who were referred to the probation department through the juvenile courts. The juvenile recidivism rate for ERUSD students was 22.75% at 12/31/2014. Throughout the course of the grant, the Deputy

Probation Officers case load was 45 ERUSD students. During the grant period, 26 ERUSD students successfully completed their court mandated probation and two students reoffended during this same time period (7.69%). The remaining students are currently serving their court mandated restitution.

Goal 1, Objective 2: To decrease the number of weapons on school property by 25% by December 31, 2017. Our baseline data (2014) indicated that 167 students, or 8.29% of students surveyed, reported bringing a weapon to school. The 2017 survey indicated that 3.95% of students surveyed (70) reported bringing a weapon to school. **This represents a decrease of 52% during our CalGRIP program.** Our baseline data indicated that 3.58% of students surveyed (67) reported bringing a firearm to school. The 2017 survey indicated that 1.01% of students surveyed (18) reported bringing a firearm to school. **This represents a decrease of 72% during our CalGRIP program.** This data is gathered using the California Healthy Kids Survey and is administered each year by ERUSD to students in grades 7, 9 and 11.

Goal 1, Objective 3: To decrease the percentage of expulsions and suspensions related to violent/aggressive behavior by 30% by December 31, 2017.

During the 2014-15 school year (our baseline year) there were a total of 237 incidents of violent, aggressive and disruptive behavior in schools. Consequences for these behaviors included 444 total days of suspension and 11 expulsions. During the 2015-16 school year there were a total of 137 incidents of violent, aggressive and disruptive

behavior, involving 169 students. Consequences for these behaviors included 265 total days of suspension and 10 expulsions. During the 2016-17 school year there were 109 incidents of violent, aggressive and disruptive behavior involving 137 students. Consequences for these behaviors included 291 total days of suspension and 8 expulsions. **This represents a 34% decrease in suspensions and a 27% decrease in expulsions during our CalGRIP program.**

Goal 1, Objective 4: To decrease truancy rates by 10% by December 31, 2017.

The truancy rate prior to the beginning of our CalGRIP project (2013-14 school year) was 15.28% and this rate increased by 16.03% at the end of our CalGRIP project (17.73% truancy rate for the 2015-16 school year). We utilize the official truancy data posted on California Department of Education's CBEDS (California Basic Education Data System) website. The truancy data for the 2015-16 school year is the most current data. The truancy data for the 2014-15 school year was 20.52% and compared to the truancy rate for the 2015-16 school year we realized a 13.59% decrease. The collection and posting of truancy data by the state is not aligned to the CalGRIP grant years. In reviewing the data from the 2014-15 school year compared to the 2015-16 school year, we could infer that the CalGRIP grant has made a positive impact on truancy, but we do not have access at this time to enough data points to draw a reliable conclusion. However, we have been able to identify a significant improvement in attendance for students who participated in the ART and PROMISE program. ERUSD is concerned about the overall increase in truancy over the past several years and on July 1, 2017 received a grant from the California Department of Education to specifically address this problem.

Goal 1, Objective 5: To decrease juvenile crime rates by 20% by December 31, 2017.

Juvenile crime rates decreased by 50% during our CalGRIP program. Both Gang Prevention Officers worked with local and regional law enforcement officers/departments to increase curfew sweeps, and targeted gang suppression activities. There was also a dramatic decrease in the number of gang related shootings during the grant period: 11 shootings in 2017 compared to 23 in 2014, representing a 52% decrease. Violent gang assaults increased by 93% (14 in 2015 compared to 27 in 2017), but we saw a spike of 46 violent gang assaults in 2016 and that number was reduced by 41% in 2017 (27 compared to 46).

Goal 1, Objective 6: To decrease the number of incidents of graffiti and tagging by 25% by December 31, 2017.

The number of graffiti and tagging incidents decreased by 36%. There were 47 incidents in 2015 compared to 30 in 2017. This number also spiked in 2016 with 51 incidents.

Goal 1, Objective 7: To decrease youth gang membership by 20% by December 31, 2017.

Youth Gang membership in the city of Pico Rivera increased by 0.92% during our CalGRIP program (218 members in 2016 and 220 members in 2017). Under our grant program we worked closely with the LASD to enhance reporting procedures that broke out gang members by age. This process began in 2016 and consequently we do not have data on youth gang membership prior to 2016, including 2014 or 2015. The number of gang members in the city of Pico Rivera

increased over the life of the CalGRIP program by 25%. These figures are based on documented gang members by the LA County Sheriff's Department's Gang Unit.

While the number of known youth gang members to law enforcement increased slightly; the number of ERUSD students who self-reported that they consider themselves a gang member decreased by 40%, a question included in our annual California Healthy Kids Survey. The 2015 survey revealed that 6.07% of students in grades 7, 9 and 11th grade (104 students) indicated that they considered themselves as a gang member. In the 2017 survey 3.67% of students in grades 7, 9 and 11 (64 students) indicated that they considered themselves as a gang member, which represents a decrease of 40% over this time period.

Goal #2: Increase systems capacity and infrastructure to address gang related activities.

Activities to support this goal included: 1) create the Coordinating and Advisory Council (CAC) and 2) attend regional meetings and activities related to the CalGRIP program.

Goal 2, Objective 1: The number of policy changes for the city of Pico Rivera and partners completed as a result of this grant will increase by three, by December 31, 2017.

Under our CalGRIP program we created and implemented three policies with partnering agencies. 1). We worked closely with the LA County Sheriff's Department to implement data mining protocols in order to break out current gang members between youth and adults. Prior to the CalGRIP program gang membership was tracked by number of identified members

regardless of age. We worked closely with the IT department to change formatting on data sets, as well up the chain of command to gain approval and support for this change. The change was approved, and we were able to collect gang affiliation by juveniles at the beginning of 2016. 2). The CAC and local evaluator worked closely with the Los Angeles County Probation Department to enhance the existing procedure for tracking youth on formal probation. This process took several months as the Department of Probation, prior to the CalGRIP grant, did not share data due to privacy concerns. The final process included removing all unique identifiers for youth, as well as tracking youth on probation for a longer period of time. Prior to the CalGRIP grant, the Department of Probation did not have a systematic way to track juvenile probationers in order to obtain more precise data on juvenile recidivism. 3) The Los Angeles County Sheriff's Department implemented procedures to break out crime, arrest, and service data to align with the goals and objectives of our CalGRIP grant. Prior to the grant, many of these data points were not broken out by adult and juvenile.

Goal 2, Objective 2: The number of organizations and agencies participating on the Coordinating and Advisory Council (CAC) will increase by 50%, by December 31, 2017.

Our CAC increased from our original three agencies (city of Pico Rivera, El Rancho Unified School District and Los Angeles County Sheriff's Department) to twelve agencies (LA County Departments of: Probation, Mental Health, and Child and Family Services, P.R.I.D.E., Teen Court, Boys & Girls Club and Strategic Partnership Schools Group), which is an increase of 300%. Our CAC met monthly throughout our three-year grant period and included the following individuals and agencies:



Organization	Members
City of Pico Rivera	Raymond Chavez, Project Director Yolanda Karraa, Finance Alma Rodriguez, Secretary
El Rancho Unified School District	Dora Soto-Delgado, Project Coordinator Lorraine Jimenez, Evidence-Based Programs Liaison Jeff Middleton, LCSW, Mental Health Coordinator Sonia Lilley, Secretary
El Rancho Unified School Police Department	John Dominguez, Gang Prevention Officer Luis Gomez, School Police Officer Freddy Ramirez, School Police Officer
Los Angeles County Sheriff's Department	Evelia Michel, Gang Prevention Officer Deputy Sergio Peralta John Anderson, Lieutenant
Strategic Partnership Schools Group	Stacey Newton, Lead Evaluator Steve Lewis
Los Angeles County Department of Probation	George Gonzalez, Deputy Probation Officer Silvia Lee, Supervisor
The Boys & Girls Club	Andrea Meza, El Rancho Site Coordinator Elizabeth Montano, Area Director Oscar Hernandez, Chief Professional Officer Sidney Menzies, Director
Teen Court	Alexis Hernandez, Community Service Coordinator
Los Angeles County Department of Education	Cindy Chafee
Los Angeles County Department of Mental Health	Kelly Brignoni
P.R.I.D.E.	Deputy Maradiaga
Los Angeles County Department of Child and Family Services	Norma Martinez

The roles and responsibilities of the CAC included: establishing mechanisms to assure stakeholder accountability for commitments; identifying opportunities to strengthen collaboration of the CalGRIP Initiative with other local, regional, and state initiatives to reduce gang activity; overseeing data collection and reporting; contributing to reviewing and drafting progress and annual reports prior to submission; reviewing monthly reports on participants' progress and making recommendations for improvement; implementing sustainability via leveraging resources and expertise gained from the grant; and reporting program activities to their respective community at-large representatives.

VI. Discussion of Results

The evaluation of our CalGRIP grant program revealed that 7 out of 9 objectives met or exceeded the original target.

Objective	Original Target	Final Results	Goal Achieved
1.1 To decrease the juvenile recidivism rate by 10% by December 31, 2017.	10% Decrease	66% Decrease	Yes
1.2 To decrease the number of weapons on school property by 25% by December 31, 2017.	25% Decrease	52% Decrease (includes a 72% decrease in firearms)	Yes
1.3 To decrease the percentage of suspensions and expulsions related to violent and aggressive behavior by 30% by December 31, 2017.	30% Decrease	34% Decrease (suspensions) 27% Decrease (expulsions)	Yes
1.4 To decrease truancy rates by 10% by December 31, 2017.	10% Decrease	16.03% Increase	No
1.5 To decrease juvenile crime rates by 20% by December 31, 2017.	20% Decrease	49% Decrease	Yes
1.6 To decrease the number of incidents of graffiti and tagging by 25% by December 31, 2017.	25% Decrease	36% Decrease	Yes
1.7 To decrease youth gang membership by 20% by December 31, 2017.	20% Decrease	0.92% Increase	No
2.1 The number of policy changes for the city of Pico Rivera and partners completed as a result of this grant will increase by three by December 31, 2017.	3	3	Yes
2.2 The number of organizations and agencies participating on the Coordinating and Advisory Council will increase by 50% by December 31, 2017.	50% Increase	300% Increase	Yes

The evaluation indicated the city of Pico Rivera’s activities and programs implemented under the CalGRIP grant program are very promising. It’s reasonable to infer that the outcomes achieved were directly related to our CalGRIP project. There were no other new initiatives or programs to address youth gangs initiated by either the city of Pico Rivera or El Rancho Unified School District during the three-year grant period. However, ERUSD managed several grant programs that supported the activities of the CalGRIP program but did not duplicate them. As an example, during the CalGRIP grant period, ERUSD was also operating two federal grant programs for the U.S. Department of Education: 1) Project Prevent that provides intervention services to students who have been exposed to persistent violence; and 2) School Climate Transformation Grant to improve school climate in all schools throughout the district. The target population for Project Prevent is not limited to youth gang members and addresses domestic violence in the home and dating violence, as well as students who have experienced trauma from exposure to violence. The School Climate Transformation Grant is based on a universal prevention model (all students) and provides funding to implement the evidence-based Positive Behavior Interventions and Support (PBIS) framework. Without a robust research project, which would include a control group, we cannot state with certainty that the CalGRIP activities alone drove these results. We also have no way of identifying the impact of CalGRIP without the support of the other ERUSD grant programs. Nevertheless, the CAC is very excited and optimistic about the outcome data from the PROMISE and Teen Court program initiated under this grant and believes further study is warranted. The city of Pico Rivera and ERUSD are working closely with the local evaluator to search for funding to support such research. There were no significant demographic changes for the population served during the



grant period. There were no incidents or changes in either external or internal factors that occurred during the grant period that would identify the grant period as an anomaly. Due to limited financial resources, prior to our CalGRIP program, the priority for addressing gangs in our community was suppression. The CalGRIP grant provided the much needed funding to effectively provide prevention and intervention services. Evidence-based programs formed a core foundation for our CalGRIP project. The effectiveness of evidence-based programs can only be assured if they are implemented with fidelity to the original, proven design. All of these programs were implemented with strict adherence to fidelity to ensure we met our goals and objectives. With our ART participants we were able to track individual participants' progress in increasing attendance and decreasing behavioral incidents. Due to the short duration of the grant period we were not able to explore and analyze some interesting data points identified through our evaluation. As an example, we noted that juvenile gang membership increased slightly, but we did not have access to disaggregated historical data to identify if there was a change in the rate of increase or an increase/decline by age. While the number of students who self-reported that they considered themselves a gang member decreased over the three-year grant period, we were not able to compare this data to known gang members by law enforcement. We would have liked to have explored these data points more extensively through disaggregated data, recreating historical data (breaking out youth and adult gang membership), and through focus groups and one-on-one interviews in an attempt to better understand the issue and subsequently address the problem. We were extremely fortunate in the hiring of Officers Dominguez and Michel who were both highly effective and made a positive impression on everyone with whom they worked (students, families,

school staff, etc.). We were interested in exploring this further in order to answer these questions: “Can we identify the traits that made these officers highly effective?” “If we can, how can we replicate them? Could they be replicated through training or is it hiring practices and interview protocols? Or a combination of both?” “Would we realize the same results with a different Officer?” “Are these officers unique, or are they a product of the qualities and values of their respective police departments – meaning they would be easy to replicate within LASD or El Rancho School Police? And would this translate to another police department?” This type of investigation and evaluation would be possible with a longer grant period or research project and we believe the results would be invaluable not only to our community, but throughout the state and the country.

While everyone on the CAC is encouraged by the results of our CalGRIP program, we’d need more extensive data over a longer period of time to more accurately identify the impact of our programs. While we saw excellent results over a three-year period, that isn’t long enough to determine if these results would maintain over a longer period of time. A minimum of five-years is the ideal time frame to evaluate the efficacy of these programs. The city of Pico Rivera, along with all community partners, fully intended to re-apply for CalGRIP (now CalVIP) funding in order to meet this requirement and ensure services and programs would not be interrupted. The financial constraints within the city of Pico Rivera are such that it is not feasible to support all of the CalGRIP programs without outside funding sources. We are all looking forward to resuming the work started under this grant with the next open competition.

VII. Conclusion

The evaluation of our CalGRIP grant program focused on two primary areas: 1) is the grant being implemented as intended and aligned with the requirements of the grant program? and 2) are the objectives of the grant being met? **The first area of focus addressed fidelity.** Fidelity to the grant requirements, fidelity to the grant application, and fidelity to the evidence-based practices that were implemented under the grant. Fidelity measures the degree to which a program is implemented as intended by the program developer, including the quality of implementation. Fidelity ensures the consistency, accuracy and integrity of programs and interventions. Fidelity is important as it ensures that programs are implemented as intended and helps in the determination of a program's effectiveness and in decision making. The city of Pico Rivera and ERUSD did an excellent job of adhering to fidelity within the overall grant implementation, as well as the evidence-based interventions and programs that were introduced under the CalGRIP grant. Leadership developed a climate and culture to support all aspects of fidelity. Throughout the CalGRIP grant period the five elements of fidelity were adhered to: 1) Adherence. The city of Pico Rivera ensured that program staff followed the original plan; including curriculum chosen for the project; 2) Exposure and Duration. Process measures for all services provided under the grant were recorded and tracked. The duration and dosage for all evidence-based programs (G.R.E.A.T. and ART) were aligned with the recommended design; 3) Quality of Delivery. Site observations and feedback from participants and school leaders provided feedback to the city of Pico Rivera, ERUSD and the CAC to ensure the delivery of all evidence-based

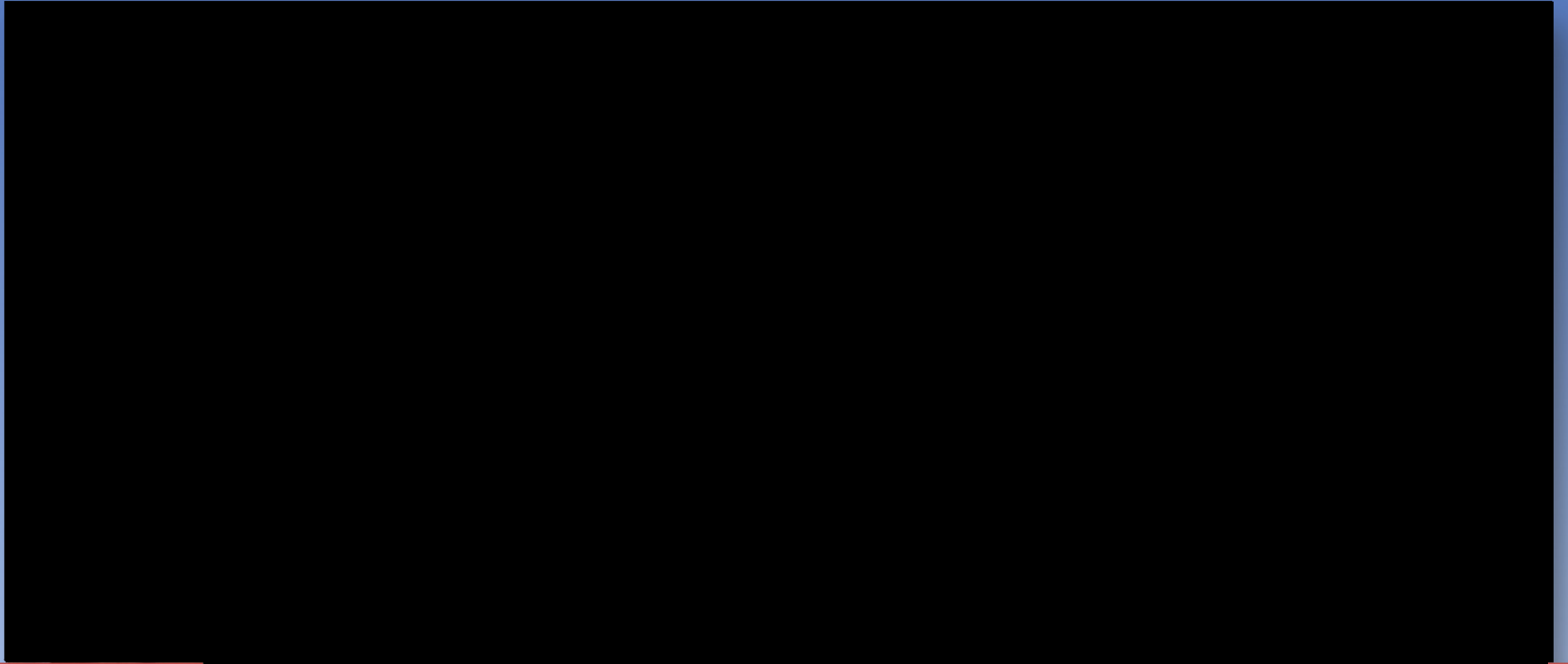


programs was done as intended and good teaching practices were utilized; 4) Program Specificity. The initial needs assessment and planning period to prepare our CalGRIP application included an analysis of existing interventions and how the interventions proposed under the grant program were different, well defined, met the needs and gaps identified, and aligned to supporting the goals and objectives of this grant program; and 5) Youth Engagement. We received a tremendous response from all the youth served under our grant program. The Gang Prevention Officers formed meaningful bonds with the youth that they worked with, which resulted in students requesting to participate in additional activities under the grant program. The universal prevention program G.R.E.A.T. was well received by students and school staff members alike. Family members were reluctant to participate in the G.R.E.A.T. Families Program, but after the first session all family members commented on how valuable the information was and how happy they were to have joined the group. The much needed mental health services provided under our CalGRIP grant kept the counselors with full case-loads throughout the grant program. Students and their families overcame the stigma often associated with mental health treatment and provided feedback that illustrated the positive impact the counseling was having at home and at school. **The second area of focus addressed process and outcome evaluation.** The majority of the goals and objectives identified for this grant were assessed utilizing a pre and post format. With the “pre” representing data before the grant period started (1/1/2015) and the “post” representing data at the end or following the end of the grant period (12/31/2017). Our evaluation revealed that the project met or exceeded seven out of nine objectives, which clearly demonstrates the success of the program. The combination of programs and activities in our grant project allowed us to



reduce crime in our community, reduce juvenile recidivism rates, decrease weapons on school campus, decrease gang shootings, decrease graffiti and tagging, and decrease suspensions and expulsions in school. Our CalGRIP grant also allowed us to bring together a wide-variety of organizations and agencies within our community who share the common goal of improving the lives of the people in our community, and creating a safer environment in which to live. Through our CAC we were able to break down silos for service delivery, create and enact protocols for data sharing, leverage limited resources for maximum effect, and eliminate duplication of efforts.

Fewer students missed school.
Fewer students were involved in violent incidents.
More students received social and emotional counseling.



1,075 Students participated in our **Gang Resistance and Education Training (G.R.E.A.T.)** classes as one of several programs to address gang issues in our community.



CalGRIP
City of Pico Rivera

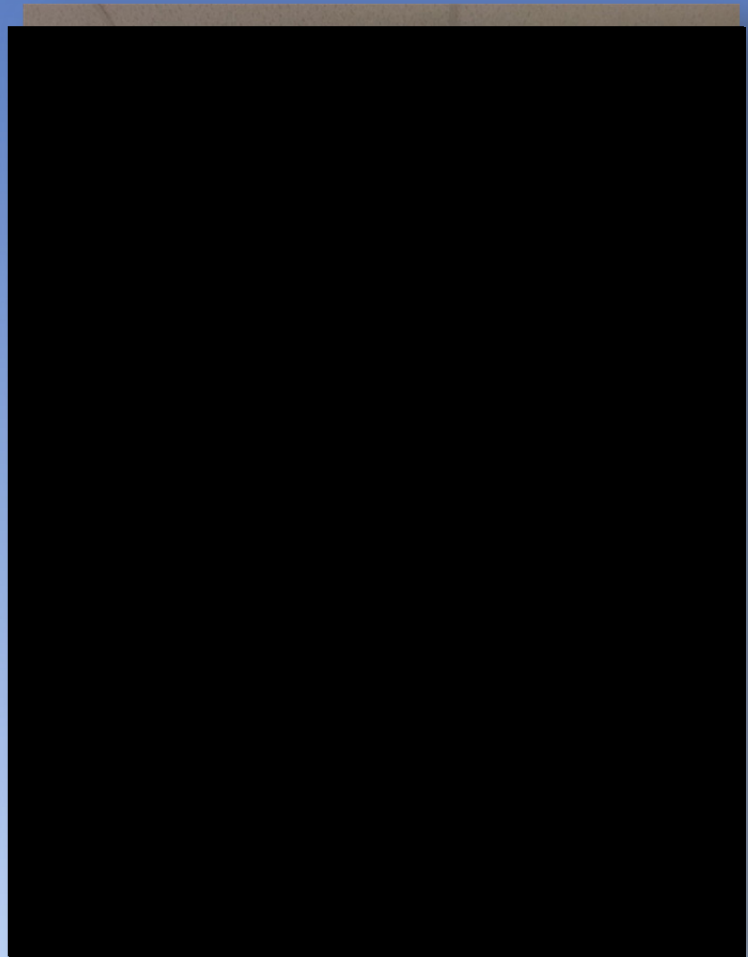
Final Evaluation Report
California Gang Reduction, Intervention and Prevention
(CalGRIP) Grant Program
City of Pico Rivera, California
March 31, 2018

We saw a dramatic improvement in attendance and behavior for students who participated in our Aggression Replacement Training program. **Attendance increased for 42% of the participants and behavioral incidents decreased for 35% of the participants!***

Aggression Replacement Training (ART) is a multidimensional, psycho-educational intervention designed to promote pro-social behavior in chronically aggressive and violent adolescents using techniques to develop social skills, emotional control, and moral reasoning.

- Seventy-eight students successfully completed the ART program.
- Family members of youth participating in the ART program enrolled in the G.R.E.A.T. Families program.

*Outcome data not available for 36% of the participants



CalGRIP
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