

000747

REQUEST FOR COUNCIL ACTION
CITY OF SAN DIEGO

1. CERTIFICATE NUMBER (FOR AUDITOR'S USE)
N.A. 112
07/29
3. DATE: 4/23/2008

TO: CITY ATTORNEY

2. FROM (ORIGINATING DEPARTMENT):
SAN DIEGO POLICE DEPARTMENT

4. SUBJECT:
CalGRIP Gang Prevention, Intervention and Suppression Grant Application

5. PRIMARY CONTACT (NAME, PHONE & MAIL STA.):
Lynn SharpeUnderwood 236-5936 MS 56

6. SECONDARY CONTACT (NAME, PHONE & MAIL STA.):
Donna J. Warlick 531-2221 MS 704A

7. CHECK BOX IF REPORT TO COUNCIL IS ATTACHED

8. COMPLETE FOR ACCOUNTING PURPOSES

FUND			
DEPT.			
ORGANIZATION			
OBJECT ACCOUNT			
JOB ORDER			
C.I.P. NUMBER			
AMOUNT			

9. ADDITIONAL INFORMATION / ESTIMATED COST:
The State solicited proposals to develop a multi-agency plan to prevent, intervene and suppress gang crime and activity. SDPD was selected to receive \$400,000, with matching funds of \$400,000. There is no requirement to continue operations or expenditures after grant funding has been depleted.

10. ROUTING AND APPROVALS

ROUTE (#)	APPROVING AUTHORITY	APPROVAL SIGNATURE	DATE SIGNED	ROUTE (#)	APPROVING AUTHORITY	APPROVAL SIGNATURE	DATE SIGNED
1	ORIGINATING DEPARTMENT	<i>W.M. Bond</i>		8	DEPUTY CHIEF	<i>Allen</i>	6-16-08
2	ENVIRONMENTAL ANALYSIS	<i>Allison Sherwood</i>	5-8-08	9	COO	<i>[Signature]</i>	6-16-08
3	EOCP	Exempt per Memo of 6/20/96		10	CITY ATTORNEY	<i>[Signature]</i>	7-14-08
4	LIAISON OFFICE	<i>[Signature]</i>	5/16/08	11	ORIGINATING DEPARTMENT	<i>W.M. Bond</i>	7/14/08
5	FINANCIAL MANAGEMENT	<i>[Signature]</i>	5/20/08		DOCKET COORD:		7/14/08
6	AUDITOR	<i>[Signature]</i>	6/12/08		COUNCIL PRESIDENT	<i>[Signature]</i>	
7					COUNCIL LIAISON:	<i>[Signature]</i>	

11. PREPARATION OF: RESOLUTION(S) ORDINANCE(S) AGREEMENT(S) DEED(S)

- Authorize the Mayor or his representative to apply for, accept and expend this grant.
- Authorize the Auditor and Comptroller to accept, appropriate and expend the grant fund when/if the grant is officially authorized by the State of California.
- Authorize the Chief of Police to administer and operate this program.

11A. STAFF RECOMMENDATIONS:
AUTHORIZE THE ACTIONS IN BLOCK 11

12. SPECIAL CONDITIONS:

COUNCIL DISTRICT(S): All, But Primarily 4 & 8

COMMUNITY AREA(S): Portions of SDPD's Southeastern and Mid-City Divisions, including at least 20 specific neighborhoods where criminal gang members congregate, including Chollas View, Colina Del Sol, Encanto, Lincoln Park, Logan Heights, Paradise Hills, San Ysidro, Shelltown, Skyline, Southcrest and Valencia Park

ENVIRONMENTAL IMPACT: This activity is not a "project" and therefore is exempt from CEQA pursuant to the state guidelines section 15060 (c) (3).

HOUSING IMPACT: None

EEO: This agreement is subject to the City's Equal Opportunity Contracting (San Diego Ordinance No. 18173, Section 22.2701 through 22.2702) and Non-Discrimination in Contracting Ordinance (San Diego Municipal Code Sections 22.3501 through 22.3517)

OTHER ISSUES: PLEASE SEND A COPY OF THE FINALIZED RESOLUTION TO DONNA WARLICK, MS:704A

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EXECUTIVE SUMMARY SHEET
CITY OF SAN DIEGO

DATE ISSUED: April 23, 2008 REPORT NO:
ATTENTION: CITY COUNCIL
ORIGINATING DEPARTMENT: POLICE DEPARTMENT
SUBJECT: CALGRIP GANG PREVENTION, INTERVENTION AND
SUPPRESSION GRANT APPLICATION
COUNCIL DISTRICT(S): All, but primarily 4 & 8
CONTACT/PHONE NUMBER: Lynn SharpeUnderwood 236-5936
Donna J. Warlick 531-2221

REQUESTED ACTION:

- 1) Authorize the Mayor or his representative to apply for, accept and expend this grant.
- 2) Authorize the Auditor and Comptroller to accept, appropriate and expend the grant when/if the grant is officially authorized by the State of California.
- 3) Authorize the chief of police to administer and operate this program.

STAFF RECOMMENDATION: Authorize the requested actions.

EXECUTIVE SUMMARY:

The grant proposal was prepared cooperatively by the San Diego Police Department Grants and Gangs Sections; the City of San Diego Commission on Gang Prevention & Intervention; the San Diego Workforce Partnership; and the San Diego Parks and Recreation Department.

The State of California Governor's Office of Emergency Services solicited proposals for CalGRIP (California Gang Reduction, Intervention and Prevention Program) for Cities. SDPD in cooperation with other departments and agencies prepared a proposal, and was selected for funding of \$400,000 for a two-year grant period. This grant will fund:

- Expanded Recreation Center hours and a contractual specialized trainer for City Recreation personnel (Prevention);
- A Contractual Community Options Specialist/Project Coordinator (MSW or equivalent) to partner with SDPD's Juvenile Gang Officer in accord with the County's Breaking Cycles plan to involve family and community with at-risk youth (Intervention and Diversion);
- A Criminal Intelligence Analyst, office equipment and Gang Detective Overtime (Suppression);
- A mandatory Project Evaluation by SANDAG.

FISCAL CONSIDERATIONS: The grant requires a dollar-for-dollar match, which may be in-kind and may be met by federal grant resources. The match requirement will be met as follows:

- \$260,000 - San Diego Workforce Partnership Gang Initiative, a secondary-school-based gang prevention program that provides career exploration, paid work experience, educational supports and youth development; and youth development worker training for front-line youth service workers in the target region.

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- \$20,000 - City of San Diego Commission on Gang Prevention & Intervention "Gang Prevention Coordination Assistance Program" (BJA Grant #2007-JVFX-0328). Personnel costs for organizing services and linkage to the SDPD Juvenile Services Team, Community Options Specialist, Criminal Intelligence Analyst, and the Gang Commission.
- \$120,000 - 75% of a San Diego Police Department Juvenile Services Officer.

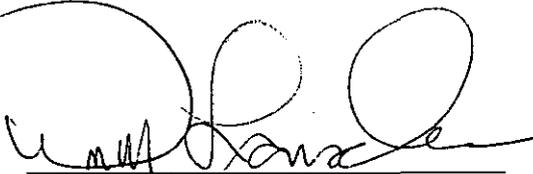
NO NEW CITY FUNDS WILL BE REQUIRED FOR THIS MATCHING COMMITMENT.

PREVIOUS COUNCIL and/or COMMITTEE ACTION: None

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS: Many governmental and non-governmental agencies provided letters of support and cooperation for this project. In addition, community outreach for referrals, consultation and collaboration is a central feature of the proposal.

KEY STAKEHOLDERS AND PROJECTED IMPACTS: If the proposal is selected for funding, contractual personnel will be selected, and all equipment/supplies will be acquired, in compliance with City/State regulations. As a professional project evaluation plan was required to be submitted along with the proposal, SANDAG was deemed the most qualified to work on the short deadline/contingency basis.

EEO: This agreement is subject to the City's Equal Opportunity Contracting (San Diego Ordinance No. 18173, Section 22.2701 through 22.2702) and Non-Discrimination in Contracting Ordinance (San Diego Municipal Code Sections 22.3501 through 22.3517)



William M. Lansdowne
Chief of Police
Originating Department



Jill Olen
Deputy Chief Operating Officer
Public Safety/Homeland Security

RESOLUTION NUMBER R-_____

DATE OF FINAL PASSAGE _____

WHEREAS, the California Governor's Office of Emergency Service (OES) has solicited proposals for Gang Reduction, Intervention and Prevention (CalGRIP) grants; and

WHEREAS, the City of San Diego's Police Department (SDPD) wishes to apply for, accept and expend grant funds for the proposed program under this solicitation; and

WHEREAS, SDPD prepared a proposal that was accepted by the State for \$400,000 in funding; and

WHEREAS, SDPD prepared the proposal in partnership with the City's Commission on Gang Prevention and Intervention, the City's Parks & Recreation Department, and the San Diego Workforce Partnership; and

WHEREAS, the grant will fund expanded recreation center hours and a contractual specialized trainer for city recreational personnel; a contractual community options specialist/project coordinator to partner with SDPD in accord with the County's "Breaking Cycles" plan to involve the family and community with at-risk youth; a criminal intelligence analyst; equipment and officer overtime; and a mandatory project evaluation to be conducted by SANDAG; and

WHEREAS, the grant requires a dollar for dollar match which may be met in-kind, and will be met through in-kind services from the San Diego Workforce Partnership Gang Initiative (\$260,000); an in-kind match of \$20,000 from the "Gang Prevention Coordination Assistance Program (BJA Grant #2007-JVFX-0328) in personnel costs for organizing services and linkages to the SDPD Juvenile Services Team, Community Options Specialist, Criminal Intelligence

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Analyst, and the Commission on Gang Prevention and Intervention; and 75% of a SDPD juvenile officer's time (\$120,000); NOW THEREFORE,

BE IT RESOLVED, by the Council of the City of San Diego, that the Mayor or his designee, including the Chief of Police be, and is hereby authorized and empowered, for and on behalf of the City of San Diego, to submit an application for, accept, expend and manage the grant funds and program for the purposes stated in the attached application.

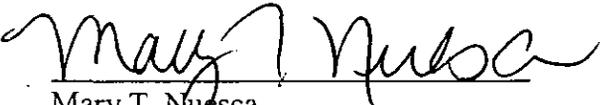
BE IT FURTHER RESOLVED, that this authority includes the execution of all aspects of fund and program operation, including any amendments, extensions, augmentations, additional funding or renewals from the State of California for identical or closely related purposes; and to certify that the City will comply with all application statutory or regulatory requirements.

BE IT FURTHER RESOLVED, that the Auditor and Comptroller are authorized to accept, appropriate and expend these funds up to \$400,000 if grant funding is secured.

BE IT FURTHER RESOLVED, that this authorization shall be valid for a period of up to five years, provided funding for this purpose is made available by the State of California.

BE IT FURTHER RESOLVED, that any resources received hereunder shall be used to supplement and not to supplant expenditures controlled by this body; and that grant-funded positions are not subject to local hiring freezes.

APPROVED: MICHAEL J. AGUIRRE, City Attorney

By 
Mary T. Nuesca
Deputy City Attorney

MTN:aml
07/11/08
Or.Dept: Police
R-2009-62

I hereby certify that the foregoing Resolution was passed by the Council of the City of San Diego, at this meeting of _____.

ELIZABETH S. MALAND
City Clerk

By _____
Deputy City Clerk

Approved: _____
(date)

JERRY SANDERS, Mayor

Vetoed: _____
(date)

JERRY SANDERS, Mayor

PROJECT CONTACT INFORMATION

000755
Applicant

City of San Diego Police Department

Grant Number

[FOR OES USE ONLY]

Provide the name, title, address, telephone number, and e-mail address for the project contacts named below. If a section does not apply to your project, enter "N/A." NOTE: If you use a PO Box address, a street address is also required for package delivery and site visit purposes.

1. The **Project Director** for the project:

Name: Jorge Duran Address: 1401 Broadway
Title: Lieutenant City: San Diego Zip: 92101
Telephone #: 619-531-2359 Fax #: 619-531-2975
(Area Code) (Area code)
E-Mail Address: jvd@pd.sandiego.gov

2. The **Financial Officer** for the project:

Name: Ronald Villa Address: 1401 Broadway
Title: Fiscal Project Manager City: San Diego Zip: 92101
Telephone #: (619) 531-2883 Fax #: (619) 573-0540
(Area Code) (Area code)
E-Mail Address: rhvilla@pd.sandiego.gov

3. The **person** having **routine programmatic responsibility** for the project:

Name: Jorge Duran Address: 1401 Broadway
Title: Lieutenant City: San Diego Zip: 92101
Telephone #: 619-531-2539 Fax #: 619-531-2975
(Area Code) (Area code)
E-Mail Address: cearnold@pd.sandiego.gov

4. The **person** having **routine fiscal responsibility** for the project:

Name: Brian Hojnacki Address: 1401 Broadway
Title: Fiscal Management Analyst City: San Diego Zip: 92101
Telephone #: 619-531-2734 Fax #: 619-531-1545
(Area Code) (Area code)
E-Mail Address: acastanares@pd.sandiego.gov

5. The **Executive Director** of a nonprofit organization or the **Chief Executive Officer** (e.g., chief of police, superintendent of schools) of the implementing agency:

Name: William Lansdowne Address: 1401 Broadway
Title: Chief of Police City: San Diego Zip: 92101
Telephone #: (619) 531-2777 Fax #: (619) 531-2530
(Area Code) (Area code)
E-Mail Address: wlansdowne@pd.sandiego.gov

6. The **Chair** of the **governing body** of the implementing agency: (Provide contact information other than that of the implementing agency)

Name: Jerry Sanders Address: 202 C Street (Mayor)
Title: Mayor of San Diego City: San Diego Zip: 92101
Telephone #: (619) 236-6330 Fax #: (619) 236-7228
(Area Code) (Area code)
E-Mail Address: JerrySanders@sandiego.gov

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CERTIFICATION OF ASSURANCE OF COMPLIANCE

I, William M. Lansdowne, Chief of Police hereby certify that
(official authorized to sign grant award; same person as Section 12 on Grant Award Face Sheet)

· RECIPIENT: City of San Diego Police Department

IMPLEMENTING AGENCY: City of San Diego Police Department

PROJECT TITLE: CalGRIP

is responsible for reviewing the *Recipient Handbook* and adhering to all of the Grant Award Agreement requirements (state and/or federal) as directed by OES including, but not limited to, the following areas:

I. Equal Employment Opportunity - (*Recipient Handbook, Section 2151*)

It is the public policy of the State of California to promote equal employment opportunity by prohibiting discrimination or harassment in employment because of race, religious creed, color, national origin, ancestry, disability (mental and physical) including HIV and AIDS, medical condition (cancer and genetic characteristics), marital status, sex, sexual orientation, denial of family medical care leave, denial of pregnancy disability leave, or age (over 40). **OES-funded projects certify that they will comply with all state and federal requirements regarding equal employment opportunity, nondiscrimination and civil rights.**

Please provide the following information:

Equal Employment Opportunity Officer: Harold Barclay

Title: Equal Employment Investigations Manager

Address: 1200 Third Avenue, Suite 1501, San Diego, CA 92101-4806

Phone: 619-236-7129

Email: HBarclay@sandiego.gov

II. Drug-Free Workplace Act of 1990 - (*Recipient Handbook, Section 2152*)

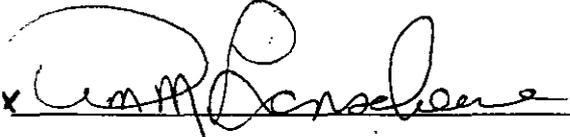
The State of California requires that every person or organization awarded a grant or contract shall certify it will provide a drug free workplace.

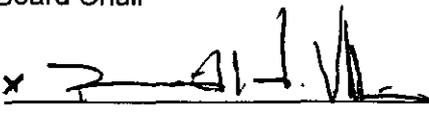
III. California Environmental Quality Act (CEQA) - (*Recipient Handbook, Section 2153*)

The California Environmental Quality Act (CEQA) (Public Resources Code, Section 21000 et seq.) requires all OES funded projects to certify compliance with CEQA. Projects receiving funding must coordinate with their city or county planning agency to ensure that the project is compliance with CEQA requirements.

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All appropriate documentation must be maintained on file by the project and available for OES or public scrutiny upon request. Failure to comply with these requirements may result in suspension of payments under the grant or termination of the grant or both and the recipient may be ineligible for award of any future grants if the OES determines that any of the following has occurred: (1) the recipient has made false certification, or (2) violates the certification by failing to carry out the requirements as noted above.

CERTIFICATION	
I, the official named below, am the same individual authorized to sign the Grant Award Agreement [Section 12 on Grant Award Face Sheet], and hereby swear that I am duly authorized legally to bind the contractor or grant recipient to the above described certification. I am fully aware that this certification, executed on the date and in the county below, is made under penalty of perjury under the laws of the State of California.	
Authorized Official's Signature:	
Authorized Official's Name: (print)	William M. Lansdowne
Authorized Official's Title:	Chief of Police
Date Executed:	November 7, 2007
Federal ID Number:	956000776
Executed in the City/County of:	City of San Diego, County of San Diego

AUTHORIZED BY: (Not Applicable to State Agencies)	
<ul style="list-style-type: none"> • City/County Financial Officer, or • City Manager, or • Governing Board Chair 	
Signature:	
Name: (print)	Ronald Villa
Title:	Fiscal Management Program Manager

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SIGNATURE AUTHORIZATION

Grant Award #: _____

Grant Recipient: CITY OF SAN DIEGO POLICE DEPARTMENT

Implementing Agency: CITY OF SAN DIEGO POLICE DEPARTMENT

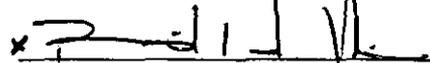
***The Project Director and Financial Officer are *REQUIRED* to sign this form.**

*Project Director: LT. JORGE DURAN

Signature: 

Date: 12/20/2007

*Financial Officer: RONALD VILLALBA

Signature: 

Date: 12/20/2007

The following persons are authorized to sign for the
Project Director

Signature

Name

Signature

Name

Signature

Name

Signature

Name

Signature

Name

The following persons are authorized to sign for the
Financial Officer

Signature

Name

Signature

Name

Signature

Name

Signature

Name

Signature

Name

000761



THE CITY OF SAN DIEGO POLICE DEPARTMENT



CalGRIP Funding Proposal

Presented to the
California Governor's Office of Emergency Services

PROJECT GOAL:

To reduce gang membership, gang activity and gang crime in the target area through a comprehensive strategy of prevention, intervention/diversion, and suppression.

Project Description Narrative

I. PROBLEM STATEMENT:

The Applicant Jurisdiction: The City of San Diego, California, is a fast growing metropolitan area with a strong international character. San Diego is America's seventh largest city with 1,311,162.¹ The population is 27% Hispanic, 15% Asian/Pacific Islander, and 7% African American.² The City includes 342 square miles of land area, plus over 50 square miles of bay, 10 miles of border and the world's busiest port of entry at San Ysidro and Tijuana, Mexico, and 30 miles of coastline.

San Diego is home to large Latin American, Southeast Asian, Eastern European, Middle Eastern and African populations, including refugees, immigrants and undocumented persons. Many live in ethnically based poor, crowded, crime infested enclaves. While these contribute to San Diego's dynamic and vital diversity, at the same time they create communication and law enforcement complexities not present in communities that are more homogeneous. Over 50 languages are spoken in San Diego schools, and by some estimates, over 100 languages are spoken in San Diego homes.³

¹ 2006 Population Estimate from the "San Diego Association of Governments," (SANDAG) www.sandag.org.

² All statistical information not otherwise attributed is taken from the "San Diego Association of Governments," (SANDAG) www.sandag.org.

³ American Academy of Pediatrics, "Making Health Care Safer for Children: A Proceedings Summary of The American Academy of Pediatrics Conference on Pediatric Patient Safety," www.aap.org/research/makinghealthcaresaferr.htm

San Diego's history, social, and economic makeup are inextricably tied to the military's presence in the region, and the military is an integral part of San Diego's way of life. One third of the U.S. Naval Pacific Fleet is home ported in San Diego Bay, making it pivotal in the National Defense. The Navy has designated San Diego Bay a West Coast "megaport." Nine major military installations support approximately 95,000 uniformed military personnel and 80,000 dependents.⁴

Need for Grant Assistance: Despite a vibrant business economy, the City of San Diego faces extraordinary revenue difficulties. State Proposition 13, the "Taxpayers' Revolt," over two decades ago precipitated a fiscal decline that reverberates to this day. While other cities imposed various fees to compensate for the loss of property tax, conservative San Diego elected to do "more with less." Additionally, several years ago the State enacted new permanent shifts in property tax revenue allocation, resulting in another loss of hundreds of millions of dollars to San Diego's general fund, from which the majority of Police Department funding is derived.

Due both to an aging workforce and fiscal uncertainty, San Diego's long-held 1.65 officers per thousand residents has dwindled to just 1.28 per thousand – by far the lowest of any major city. Meanwhile, the population has grown by 7.2% during roughly the same period. Elected leaders have consistently sought to increase police staffing and improve the officer-to-citizen ratio. In an effort at least to maintain police service levels, the Mayor has cut hundreds of positions, and numerous "non-critical" Parks and Recreation, Library, Streets and other programs.

Gangs in San Diego: Certainly among the most critical concerns in San Diego is the proliferation of gangs and their crimes throughout the area. The urgency of the situation is highlighted by statistics from the first 10 months of 2007, when gang related crimes totaled 807. These included 24 homicides, 15 attempted homicides, and 222 assaults. During the same time period there were 91 gang related shootings, and 2,809 arrests of known gang members.⁵

While many gangs no longer fall into neat ethnic categories, ethnic-based gangs continue to dominate the crime statistics. Gangs find a fertile recruitment base in problem neighborhoods with a high incidence of existing gang activity, crime and violence, poverty, drugs and poor school attendance. SDPD Gang and Violent Crime Supervisors estimate that there are

⁴ <http://www.nbcsandiego.com/militaryconnection/2035521/detail.html>

⁵ San Diego Police Department Gang Unit January - October 2007 Index of Crimes

approximately 90 street gang sets, with 3,697 documented gang members, including 198 under the age of 18.

The pervasive influence of gangs in troubled neighborhoods is a strong lure to preadolescent and adolescent children. The power base of ethnic and drug gangs is exacerbated by the narcotics and human trafficking facilitated by the City and County's 60 miles of Mexican border, and over 30 miles of Pacific shoreline. While much of this trade is controlled by Mexican cartels, gang members from both sides of the border serve as couriers and distributors. The ferocity of Mexican drug gangs is well known. Violence plaguing Tijuana, where there have been some 300 recent narcotics-related homicides, inevitably spills over into San Diego. Specific credible threats against law enforcement, long prevalent in Mexico, now occur here in San Diego. Recently, local ICE and FBI agents have been relocated out of the region due to threats by gangs. Gangs have become involved in the transport of illegal immigrants, finding this to be a "safer" and more lucrative smuggling enterprise than traditional drug trafficking. Demand is enormous: Along just one 14-mile-stretch of San Diego/Tijuana border, an estimated 100,000 individuals cross illegally each year, from Mexico, South and Central America.⁶ These are mostly undocumented migrants seeking work, but recently we have seen a troubling trend of young women and children who are smuggled for sexual slavery.

Gang Involvement in the Sex Trade and Human Trafficking: When the San Diego Association of Governments (SANDAG) surveyed sexually exploited youth, and asked them specifically whether gangs are involved in prostitution, 56 percent said they are, 29 percent said they are not, and 15 percent said they did not know. Named gangs included Lincoln Park, Bloods and Crips, 5/9 Brims, South Side, South Crest Park, Skyline, and West Coast.⁷

Meanwhile, as debate rages over immigrations effects on labor and economics, human trafficking for slavery is now the third largest organized crime scheme after drug and weapons trafficking. Dan Dzwilewski, former Special Agent In Charge of the FBI's regional office in San Diego, statistics organized crime now relies as much on human trafficking as on drug

⁶ National Public Radio, "The Border Debate," June 19, 2007;
www.npr.org/templates/story/story.php?storyId=5323928

⁷ Burke, Cynthia, Ph.D., Debbie Correia; Sylvia J. Sievers, Ph.D.; Sandy Keaton, M.A., San Diego Association of Governments Criminal Justice Bulletin, "Child and Youth Sexual Exploitation in the San Diego Region: A Community Assessment for the ACTION Network." P 15. May 2007.
www.sandag.org/uploads/publicationid/publicationid_1316_7196

trafficking.⁸ As many as 17,500 men, women and children are smuggled against their will into the United States each year.⁹ An estimated 80% of trafficking victims are girls and young women captured for the sex trade – prostitution and pornography.¹⁰ The U.S. is one of the top destinations, and the southwestern border of the U.S. is the main thoroughfare, for sex trafficking into the U.S. Tightly organized gangs of traffickers/pimps known as “Los Lenones” operate as wholesalers. They collect human merchandise and make deliveries to brothels in sex-trafficking hubs in major U.S. cities.¹¹

Trafficking along this route is not limited to Mexican rings. Women and children are smuggled into the U.S. from all over the world through the San Diego gateway. “Tijuana is a good crossing point because it’s a prostitution zone,” says Marisa Ugarte, Executive Director of the Bilateral Safety Corridor Coalition¹² and a sociologist with more than 20 years of experience in advocacy for exploited men, women and children. “It’s easy to get from Tijuana into Arizona, California, Texas, to New York.”

Military Gang Members: Most local military housing is located throughout San Diego communities, as opposed to on-base as in most areas. Junior members and their dependents live either in military housing, or clustered around the bases in heavily gang-infested neighborhoods where rents are most affordable. SDPD has enforcement responsibility for military housing, and is the primary investigator for violent crimes occurring in these communities. Investigations are conducted jointly with NCIS, FBI, and in some cases, private security.

SDPD and military officials estimate that there are approximately 1,000 Naval and Marine gang members in the San Diego area. Military dependents – children and adult partners – are believed to account for a similar number of gang members. In striking similarities to prison dynamics, military gang members often combine resources while they are in the service. For example, normally adversarial Black gangs merge, Latino gangs unite, etc., setting up shop

⁸ Aguirre, Adrienne A. and Terry Schwartz, “Child sex slave business thrives in Tijuana, San Diego.”

www.goodnewsetc.com/107TS1.htm

⁹ Bode, Nicole, New York Daily News Staff Writer. “Mexico/USA: Prostitution horror for young women,” April 2005. <http://www.stopdemand.com/afawcs0112878/ID=137/newsdetails.html>

¹⁰ The Silver Braid Survivors of Sexual Exploitation Network, Website.

www.thesilverbraid.org/sex%20trafficking.htm

¹¹ www.rutherford.org/articles_db/commentary.asp?record_id=397

¹² The San Diego-based Bilateral Safety Corridor Coalition (BSCC) includes over 60 government and non-government agencies in Mexico and the United States that work to reduce slavery and human trafficking, focusing especially on women and children who are trafficked for the purpose of prostitution and pornography, as well as anyone trafficked to perform forced labor. www.bsccoalition.org

locally and engaging in drug dealing, drive-by shootings, robberies, and other criminal activity.

The military also provides valuable training in combat skills. U.S. military ZETA special operations commando groups, trained in extremely violent tactics, sporadically evolve into fierce drug mini-cartels, threatening U.S. law enforcement and public safety.

Target Area: The Target Area is approximately 75% of SDPD's Southeastern Division and 50% of Mid-City Division. SDPD detectives identify at least 20 specific neighborhoods where criminal gang members congregate, including Chollas View, Colina Del Sol, Encanto, Lincoln Park, Logan Heights, Paradise Hills, San Ysidro, Shelltown, Skyline, Southcrest and Valencia Park. (Please see Target Area Map in Attachments.) These are low-income neighborhoods with numerous subsidized apartment complexes, dead end streets, canyons, alleys, abandoned buildings, junk vehicles, liquor stores and other nuisances that facilitate criminal activity.

In these neighborhoods, gangs and crime are a clear and present daily danger to residents, most of whom are law-abiding citizens and homeowners. Many are working class or lower-income Hispanics, African-Americans and immigrants who struggle to earn a living, raise their children in safety, and enjoy whatever piece of the American dream they can manage. A common "home improvement" in the target area is iron bars over the ground-floor windows and doors, a telltale sign of besieged neighborhoods where residents must armor their homes against criminals. Touchingly, some of these same modest bungalows and tract houses also fly an American flag, a tribute to their hope and pride, however beleaguered. Arrayed against them are street gangs, drug dealers, prostitutes and pimps, graffiti, burglaries, robberies, assaults and too-frequent homicides. In these communities, children are faced with gang violence on a daily basis.

These areas will be specifically targeted by this project, while maintaining the flexibility to adapt to emerging developments, such as displacement, peripatetic gang incursion, crime series, and identified resources. The Intelligence Led Policing (Suppression) component of our program will be especially useful in adapting accurately and rapidly to changing dynamics.

As part of a collaborative effort with the State Attorney General, the City Attorney and the City of San Diego Commission on Gang Prevention & Intervention conducted a survey in May 2007 at Gompers Charter Middle School. Gompers is typical of target area schools, and has a Safe Passage Collaborative. The results were disturbing:

Survey Questions	7 th Grade (247)	8 th Grade (91)	9 th Grade (34)
Witnessed Fights	68%	70%	62%
Witnessed graffiti or tagging	51%	55%	62%
Witness others with weapons	37%	45%	47%
Witnessed drug transactions	36%	26%	44%
Witnessed others being robbed	28%	26%	35%
Witnessed a shooting, stabbing or beating	28%	25%	35%
Were in physical fight between groups or were jumped	33%	25%	24%
Were physically hurt or threatened	28%	20%	24%
Were robbed	18%	18%	21%

The Gompers survey illustrates risk factors that must be addressed in the target areas – a perceived and real lack of personal safety, the presence of aggressive peers and gang members, and early delinquency – in order to transform them into neighborhoods that are safe and nurturing for youth and families.

Target Population: Research has clearly shown that gang members are likely to commit more frequent and more serious offenses than non-gang members.¹³ Local data collected as part of SANDAG's Substance Abuse Monitoring (SAM) project on a sample of youth booked into Juvenile Hall showed that almost two-thirds of youth interviewed reported that they were or had been a gang member.¹⁴ As the table below shows, these youth were more likely to report risky behavior than non-gang members.

**Self-Identified Gang Members More Likely To Be Engaged
In Risky Behavior Compared To Non-Gang Members**

OFFENSE	GANG MEMBER	NEVER GANG MEMBER
Attended school while drunk or high	45%	28%
Got in fight while drunk or high	45%	16%
Rode in car with a driver who had been using drugs or alcohol	51%	31%
Engaged in drug-related illegal activity	98%	81%
Committed auto theft	36%	33%
Possessed an illegal weapon	53%	26%

¹³ Webb, V., Katz C., & Decker, S. (2006). Assessing the Validity of Self-Reports by Gang Members: Results From the Arrestee Drug Abuse Monitoring Program. *Crime & Delinquency*, 52, 232-252.

¹⁴ Definitions of what constitutes gang membership can vary and affects the proportion of juveniles described as gang members. Some of these include official police documentation and self-report.

Mid-City and Southeastern are by far the city's most racially and ethnically diverse areas. They are kaleidoscopes of immigrant and minority groups – Southeast Asians (Vietnamese, Cambodian, Lao and Hmong); East Africans (Somali, Sudanese, Eritrean and Ethiopian), American (Mexican, Central and South Americans) and African Americans. Economically they are very similar.

SDPD allocates greater resources and efforts toward community outreach in these neighborhoods than anywhere else in the City. The department staffs four neighborhood storefront offices devoted mainly to community relations. The department recruits community service officers, who are in effect uniformed (unarmed) auxiliary police who speak the multitude of languages found in Mid-City. The Vietnamese Community Center office on University Avenue houses an SDPD storefront with 12 community service officers.

Gang Displacement: Gang Suppression Team (GST) officers work “saturation patrols” seven days per week, primarily in known gang areas, and come in contact with and arrest gang members on a daily basis. Over the last six months, SDPD’s Gang Unit has observed an accelerated displacement trend within gang sets and gang members in the City. Neighboring jurisdictions, including National City, Spring Valley and La Mesa, report violence involving known San Diego gang members. Additionally, local gang members have been moving out of their traditional gang set areas to other neighborhoods in the City and other parts of the County. For example Lincoln Park gang members, whose geographical “turf” is within the City’s Southeastern Division, are being contacted with greater frequency in Mid-City Division. Numerous Neighborhood Crips gang members, whose historical turf is in Central Division, have also been contacted in Mid City Division in recent months.

Some of this gang members displacement may be attributed to court ordered gang injunctions that preclude gang members from frequenting certain, usually known, gang hang outs. Another factor may be the availability of affordable housing in nearby cities, such as El Cajon, where a number of both Blood and Crips gang members now reside. And finally, suppression efforts by officers assigned to the Gang Suppression Team have contributed to the displacement of gang members from their traditional turf. This displacement has resulted in inter-gang violence that until now had been held in check by geographical separation.

II. PROGRAM DESIGN AND IMPLEMENTATION

PROJECT GOAL: The goal of our proposed project is to reduce gang membership, gang activity and gang crime in the target area neighborhoods. By using City of San Diego's Commission on Gang Prevention and Intervention's Strategic Action Plan¹⁵ as a map of needed services, SDPD proposes to accomplish this goal with a coordinated, three-tiered plan:

- **Prevention** with vulnerable youth at early stages of risk;
- **Intervention and Diversion** at early levels of gang risk, interest or involvement;
- **Enforcement** – aggressive and intelligence-led suppression to remove gang members and their activities from the streets.

This three tiered plan is based on the City's Gang Commission's Action Plan key concepts which include:

- A coordinated and organized effort among all City departments, other government and community agencies is required to see results that integrate prevention, intervention, and suppression.
- To be effective, all programs and services focused on gang prevention and intervention must be culturally competent, linguistically sensitive, and accessible to the entire community.

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

- Goal 1 Establish an effective coordinated collaboration process to impact gang activity citywide
- Goal 2 Develop joint partnerships to help address the gang issues within the City of San Diego
- Goal 3 Establish a data and research analysis process to keep the Mayor, City Council and Commission aware of key gang trends and anti-gang research on an ongoing basis
- Goal 4 Based on existing funding, build capacity in existing, effective and promising gang prevention and intervention programs/strategies on a neighborhood basis
- Goal 5 Develop a sustainable funding strategy for the Strategic Action plan

The funding of this program allows the City to begin to accomplish these goals. The program details are as follows:

¹⁵ Commission on Gang Prevention and Intervention's Strategic Action Plan: www.sandiego.gov/gangcommission, page 3

Juvenile Services Teams (JSTs): Despite budget and personnel shortages, SDPD has maintained fully staffed Juvenile Services Teams at each of our eight area commands. These teams include a Sergeant, a varying number of Police Officers, and a Juvenile Crimes Detective. JSTs are responsible for managing general crimes and infractions committed by juveniles within their command; for Parent Notification Letters that are sent when juveniles have committed an infraction or are associating with gang members; for conducting truancy sweeps and other enforcement actions in and around schools; for working with school police and other staff; and for providing public education, mainly school presentations. However, these teams are not responsible specifically for gang issues.

Juvenile Service Officer – Gangs: In recognition of the increasing problems with gangs and their activities, for the first time ever, SDPD has assigned a full-time Juvenile Services Officer (JSO) to the Gang Section. This position was planned to be responsible solely for following up on juvenile gang-related issues in a more in-depth manner than regular Gang Detectives. The position will allow the in-home and school assessment and supervision of teens with gang ties. While this is a major improvement over prior capabilities, it is still limited to a law enforcement perspective and presence. Often the issues leading youth into gang involvement are much deeper than what police officers are trained to understand or respond to.

The Multi-Disciplinary Team: In our proposal, we request funding for a Community Options Specialist¹⁶ to team with the new Gangs JSO to assess gang-involved youth. The COS will provide a vast expansion of the ability to assess not only juveniles' immediate actions, but also family structure, role models, peers, nutrition, health and welfare needs, education, community connectedness, and the myriad variables that contribute to delinquency and gang involvement. The Team will employ a community-based and home-visit model to screen individuals for appropriate prevention methods, engage parents in the prevention model, refer to community services, follow up on the use and effectiveness of services, and avoid formal involvement in the juvenile justice system wherever possible. This position will literally elevate us from providing a rudimentary, single-dimension (law enforcement) response and assessment, to the ability to conduct a holistic evaluation of the youth and his/her environment, and provide a

¹⁶ The COS will be an MSW, MFT or equivalent, and will be selected, trained and supported to provide ethnically and culturally appropriate, multidisciplinary intervention and assessment. Bi-cultural/bi-lingual skills and experience working with youth will influence the selection for this position.

full-range response to all of those needs through referral to neighborhood agencies, including comprehensive follow-up and family support.

We have also requested funding for a Criminal Intelligence Analyst¹⁷ who will use our vast bank of intelligence to develop linkages, series and trends that will help our team anticipate problems before they become full-blown ruination. For example, if trends indicate the incursion of one gang into the turf of another, we can anticipate an increase in violent confrontations and assign extra staff power to provide prevention. If gangs appear to be prone to target specific schools or neighborhoods for young recruits, we can step up prevention and diversion tactics in those areas.

Finally, we have requested funds for a Youth Recreation Specialist and expanded recreation center hours. A multitude of research supports the contention that the availability of appropriate recreational opportunities can serve as a preventive to gang involvement.

Recreation Enhancement as a Gang Prevention Strategy. Can recreation prevent juvenile delinquency? Social scientists and recreation professionals have pondered this question for decades. Because juvenile delinquency is complex behavior, it is important for recreation professionals to become familiar with theories of delinquency so they are able to develop meaningful preventive programs. A sound theoretical base for programs helps avoid haphazard plans and cookbook approaches. This is important because poorly devised programs can do more harm than good.¹⁸

Social control theorists posit several hypotheses to explain the effects of recreation on delinquency and gang involvement. One widely accepted theory is that delinquent acts occur when a youth's bond to society is absent, weak or broken. Hirschi¹⁹ suggests that the probability of delinquency will be reduced when a youth develops a connection with traditional society through "social bonds." These bonds can be created, repaired or strengthened through attachment, commitment, involvement or positive beliefs.

Attachment refers to an individual's sensitivity to, interest in, affection and respect for significant others that leads to the internalization of norms needed for the attachment of the

¹⁷ Selection will be based generally on the County's Class Description, Attached

¹⁸ National Recreation and Park Association 2002 Document

¹⁹ Hirschi, T. (1969). "Causes of Delinquency." Berkeley, CA: University of California Press.

individual to others. Engaging in pleasant leisure activities with positive mentors and peers in school and community increases attachments to these social organizations.

Personal Commitment involves time, energy and effort spent in pursuit of positive activities. Young people who invest a significant amount of time and effort in positive activities will be less likely to engage in delinquent behavior, as the consequences of such behavior is in discord with their positive pursuits.

Involvement is the engagement of youth in positive activities so that they are too busy, and thus less likely, to engage in delinquent behaviors.

Positive Beliefs develop in response to exposure to others who have a positive moral perspective or value system. These can be attributes such as sharing, honesty, and responsibility. Control theories suggest that when such beliefs are weak or absent, people are more likely to engage in unlawful behaviors.

The National Recreation and Park Association provides guidelines for proven features of successful programs:

- Provide attractive alternatives to delinquent activities. Organized programs designed to stimulate interests through novel experiences help youths to become more engaged and involved, avoid boredom and reduce their desire to participate in delinquent behaviors.
- Provide opportunities for youths to bond with conventional adults in enjoyable, interesting recreational pursuits.
- Reduce contact with negative role models and peers who are involved in antisocial behaviors. Adolescents are less likely to be delinquent when they share in the activities with concerned adults and pro-social peers. A sense of connection and caring is vital.
- Promote activities that focus on skill building and result in feelings of competence and control. Pro-social activities that focus on self-direction, skills and challenges create satisfying experiences, help curb negative actions, and promote positive attitudes and behaviors.
- Promote activities that encourage and teach the development of friendships. It has been shown that friendships help fill gaps in emotional needs of youths by sharing common interests, helping resolve conflicts, learning social skills, and reducing loneliness and insecurity.

- Offer activities that help youths develop an identity with a future orientation. Adolescents need the opportunity to achieve a clear and consistent picture of who they are with respect to their past, present and future. Without a future orientation, youths are less inclined to become involved in school, club and youth organizations, and also less able to delay gratification. Recreation activities that provide a life-long learning perspective (such as hobbies, playing a musical instrument, art, crafts, and ongoing participation in organizations) help generate positive beliefs and attitudes about the future.
- Design programs that incorporate cooperation, collaboration, empathy and reflection. It has been said that empathy is the enemy of aggression. Activities that focus on working together, that downplay competition and promote caring for things (e.g., plants, animals, etc.) can help to create sensitive and nurturing human beings.
- Train staff and volunteers to recognize children at risk of becoming delinquent (e.g., those with a history of abuse, who demonstrate aggressive behaviors, are alienated from their peers, etc.) and to become competent in communicating with such children. Training staff to become better listeners and responders can help youths feel understood and connected.
- Develop theory-based, comprehensive and outcome-oriented programs. Programs incorporating theory and that are linked to other delinquency-prevention efforts in the community (such as health, family, employment, and education) have greater potential to prevent delinquency.
- Establish liaison with delinquency prevention resources such as the Office of Juvenile Justice and Delinquency Prevention (OJJDP) that provide current information on leadership, recreation, mentorship, and other proven deterrents to youth gang involvement.

The Youth Recreation Specialist will serve as a part-time advisor to the Multi-Disciplinary Team, and with San Diego Park & Recreation staff, to help us design, implement, guide and involve youth in activities designed to strengthen their bonds with conventional society, activities and beliefs.

OBJECTIVES:

1. PREVENTION: With the additional resources provided by CalGRIP, once our prevention component is up and running, we anticipate being able to provide early prevention services to an additional 15 children per month, over the period of 18 months, for a total of 270 youth.

PREVENTION identifies and targets youth at-risk with appropriate programs. Experts agree that truly effective prevention must be “multi-system (addressing every social system), multifactor (addressing every risk, need and protective factor), and multilevel (active at every level from the family to the federal government)

The City’s prevention strategy will be multi faceted involving the Park and Recreation Department’s sites in the community as well as working with CBOs like Tariq Khamisa Foundation which works with youth in schools in the target areas providing activities to prevent youth becoming involved with gangs and implementing the Foundation’s violence prevention curriculum. The out of school part of the prevention aspect will be to coordinate referrals to existing community programs such as:

- Jackie Robinson YMCA which offers activities for all age levels and has a Community Court School for probation youth on its campus,
- Working with the San Diego County Urban League,
- San Diego Imperial County Labor Council,
- Metro United,
- Coalition of Neighborhood Councils,
- Reach One Teach One
- Other organizations serving target area youth.

The Tariq Khamisa Foundation will provide a comprehensive, violence prevention, school program for all the areas schools at no cost to the schools called the Peace Empowerment Project. This multifaceted program will also include the middle school and the one high school in the focus area

Tariq Khamisa Foundation (TKF) was formed in 1995 after Tariq Khamisa, a 20-year-old college student, was senselessly shot and killed while delivering pizzas. His assailant was a 14-year-old gang member named Tony Hicks. Believing that there were “victims at both ends of the gun”, Azim Khamisa, Tariq’s father, reached out in forgiveness to Tony’s grandfather and guardian, Ples Felix, to begin the process of healing. TKF is a non-profit organization dedicated to breaking the epidemic of youth violence. Through TKF’s school-based nonviolence programs, Azim Khamisa and Ples Felix speak to elementary and middle school children about gangs, violence, revenge, and the importance of becoming “peacemakers”.

More than 1,000 young people and their parents will be exposed to the skills and learning curriculum offered by the program. The goal is to build activities for youth that provide interest and alternatives to gang oriented activities near or within the schools. TKF has had follow up studies done on its assemblies and curriculum.

Peace Empowerment Project (PEP)

The Tariq Khamisa Foundation works to break the concepts youth have about violence and their violent actions. All of the following modules will be presented in the area schools for no charge.

Multimedia Violence Impact Forum (Includes Azim and/or Ples) Assemblies at the Elementary, Middle, and High School Level (Includes Azim and Ples). The VIF assembly tells the story of the murder of 20-year-old Tariq Khamisa by 14-year-old Tony Hicks and the amazing act of forgiveness that occurred when Tariq's father, Azim Khamisa, forgave Tony Hicks. Azim and Tony's grandfather, Ples Felix, appear live on stage to talk to kids about the pain of violence, the power of forgiveness to forge new friendships, and the importance of choosing peace. In addition to the story of TKF, students hear from other people who have been seriously impacted by violence, such as ex-gang members, about why they joined a gang, the consequences, and how they made the decision to leave that life behind. A most recent study regarding its assemblies done by the SDSU Institute of Public Health revealed that these assemblies are powerful and facilitate change in behaviors:

The results demonstrated that the students' behaviors also changed. Most (86%) reported practicing at least one positive behavior more often following the assembly. Specifically, 74% of the students reported that they had done or thought of something differently because of the assembly, 56% forgave someone because of the assembly, almost 50% talked to someone about the dangers of violence and 26% reported making non-violent choices more often than they did before the assembly.²⁰

Parent Peace Coalition (Facilitated by On-Site TKF Staff). This class/support group provides a venue for parents to discuss the ways that violence impacts their children while uncovering pathways to prevention. Coalition members learn effective parenting skills including key concern areas, such as: Compassionate Communication; Anger Management; Parenting in a

²⁰ TFK Violence Impact Forum, Spring Valley Middle School, Prepared by: The Institute for Public Health Graduate School of Public Health San Diego State University April 2006

Cross Cultural Environment; and steps to take if one's child is bullying or being bullied. The class series also assists parents in becoming effective advocates if their children may be in or considering joining a gang.

Circle of Peace (Facilitated by On-Site TKF Staff) In this after-school youth leadership program, students learn techniques to: Develop a sense of inner peace, Enhance key Life Skills, such as: Teambuilding; Empathy; and an Appreciation of Cultural Differences, and Apply the leadership skills they develop toward a Community Service Project that includes service-learning activities and sponsored annual events such as a school-wide Peace Day, Peace Week, painting a school mural or tutoring/mentoring younger students. The TKF Staff will also offer Circle of Peace programs for In School Suspension (ISS) groups twice a week. Materials will include *Ending the Cycle of Violence Series* (Includes Student Workbooks)

Ending the Cycle of Violence is a youth violence prevention series of six videos with accompanying curriculum that addresses the realities of violence – its causes and ripple effects; the consequences of choices; the healing power of forgiveness; and the power each of us has to stop the cycle of violence.

Peace Ambassadors (Facilitated by On-Site TKF Staff) Peace Ambassadors are selected to serve as school representatives and volunteers during the Violence Impact Forums. The student leaders receive training and support on how to be ambassadors during the VIF Assembly, as well as how to promote peace on their campus and in their communities.

Substitute Teacher Curriculum (Training/Support by On-Site TKF Staff) On-Site TKF Staff will provide substitute teachers at the assigned schools with curriculum from the Circle of Peace and *Ending the Cycle of Violence Series*, along with an overview of how to present the materials. The prevention component of *Breaking Cycles* demonstrates adherence to sound research that suggests that specific risk factors, such as poor school attendance or substance abuse, can be potential harbingers of future anti-social and delinquent behaviors. The theory is that if the risk behaviors can be reduced, the likelihood for entering the justice system will be reduced as well. Therefore, the prevention piece targets youth that have not yet entered the justice system, but who may be exhibiting some of the behaviors noted.

Recreation Enhancement as a Gang Prevention Strategy. Can recreation prevent juvenile delinquency? Social scientists and recreation professionals have pondered this question for decades. Because juvenile delinquency is complex behavior, it is important for recreation

professionals to become familiar with their target population in order to create engaging, interesting programs. This is important because involving youth in disliked activities may do more harm than good.²¹

Social control theorists posit several hypotheses to explain an association between recreation and delinquency. One widely accepted theory is that delinquent acts occur when a youth's bond to society is absent, weak or broken. Hirschi²² suggests that the probability of delinquency will be reduced when a youth develops a connection with traditional society through "social bonds." These bonds can be created, repaired or strengthened through attachment, commitment, involvement or positive beliefs.

Attachment refers to an individual's sensitivity to, interest in, affection and respect for significant others that leads to the internalization of norms needed for the attachment of the individual to others. Engaging in pleasant leisure activities with positive mentors and peers in school and community increases attachments to these social organizations.

Personal Commitment involves time, energy and effort spent in pursuit of positive activities. Young people who invest a significant amount of time and effort in positive activities will be less likely to engage in delinquent behavior, as the consequences of such behavior is in discord with their positive pursuits.

Involvement is the engagement of youth in positive activities so that they are too busy, and thus less likely, to engage in delinquent behaviors.

Positive Beliefs develop in response to exposure to others who have a positive moral perspective or value system. These can be attributes such as sharing, honesty, and responsibility. Control theories suggest that when such beliefs are weak or absent, people are more likely to engage in unlawful behaviors. City of San Diego recreation professionals create programming that is interesting and appealing by following the principles in state and national guidelines, such as the following National Recreation and Park Association guidelines for proven features of successful programs:

²¹ National Recreation and Park Association 2002 Monograph

²² Hirschi, T. (1969). "Causes of Delinquency." Berkeley, CA: University of California Press.

- Provide attractive alternatives to delinquent activities. Organized programs designed to stimulate interests through novel experiences help youths to become more engaged and involved, avoid boredom and reduce their desire to participate in delinquent behaviors.
- Provide opportunities for youths to bond with conventional adults in enjoyable, interesting recreational pursuits.
- Reduce contact with negative role models and peers who are involved in antisocial behaviors. Adolescents are less likely to be delinquent when they share in the activities with concerned adults and pro-social peers. A sense of connection and caring is vital.
- Promote activities that focus on skill building and result in feelings of competence and control. Pro-social activities that focus on self-direction, skills and challenges create satisfying experiences, help curb negative actions, and promote positive attitudes and behaviors.
- Promote activities that encourage and teach the development of friendships. It has been shown that friendships help fill gaps in emotional needs of youths by sharing common interests, helping resolve conflicts, learning social skills, and reducing loneliness and insecurity.
- Offer activities that help youths develop an identity with a future orientation. Adolescents need the opportunity to achieve a clear and consistent picture of who they are with respect to their past, present and future. Without a future orientation, youths are less inclined to become involved in school, club and youth organizations, and also less able to delay gratification. Recreation activities that provide a life-long learning perspective (such as hobbies, playing a musical instrument, art, crafts, and ongoing participation in organizations) help generate positive beliefs and attitudes about the future.
- Design programs that incorporate cooperation, collaboration, empathy and reflection. It has been said that empathy is the enemy of aggression. Activities that focus on working together, that downplay competition and promote caring for things (e.g., plants, animals, etc.) can help to create sensitive and nurturing human beings.
- Train staff and volunteers to recognize children at risk of becoming delinquent (e.g., those with a history of abuse, who demonstrate aggressive behaviors, are alienated from their peers, etc.) and to become competent in communicating with such children. Training staff to become better listeners and responders can help youths feel understood and connected.

- Develop theory-based, comprehensive and outcome-oriented programs. Programs incorporating theory and that are linked to other delinquency-prevention efforts in the community (such as health, family, employment, and education) have greater potential to prevent delinquency.
- Establish liaison with delinquency prevention resources such as the Office of Juvenile Justice and Delinquency Prevention (OJJDP) that provide current information on leadership, recreation, mentorship, and other proven deterrents to youth gang involvement.

In order to ensure the best possible programs for at-risk youth, we have allocated grant funds to contract with a qualified expert in youth activities. This position will train project staff to design, implement, guide and involve youth in activities designed to strengthen bonds between at-risk youth and conventional society, activities and beliefs. Our Multi-Disciplinary Team (please see below) will work with Gang, Patrol, Juvenile and School police to identify youth, roughly ages 9-13, who are at risk of gang activity based on known risk factors. The Team will then employ a community-based and home-visit model to screen individuals for appropriate prevention methods, engage parents in the prevention model, refer to community services, follow up on the use and effectiveness of services, and avoid formal involvement in the juvenile justice system wherever possible.

In addition, the Team will work to develop a sense of community involvement and engagement in youth and families through the provision of expanded recreational opportunities at target area Park and Recreation facilities. (These are identified on the attached Target Area Map and List.) This will be accomplished through the grant funding of expanded Recreation Center hours and additional staff training.

The focus of the recreation element of the prevention portion of this project is to provide supervised recreational opportunities as an alternative to unstructured time during the at risk non-school hours. According to the Census Bureau²³, at least 7 million "latchkey children" return to an empty house on any given afternoon because their community does not offer sufficient after-school programs. The National Parks and Recreation Association recommends attracting the target participants of at-risk youth by designing programs that involve activities, events and recreational outlets that are culturally sensitive and socially interesting.

²³ Vinluan, Monica Hobbs J.D., "After-School Programs Alter Lives of At-Risk Youth." August 2005. National Recreation and Park Association.

The City of San Diego is home to the second largest urban park systems in the United States. With over 38,000 acres of parkland, the City owns and operates 52 recreation centers where professional recreation staff provides programs, activities and events throughout the year to all ages, abilities and income levels.

Funding from the CalGRIP grant will be used to operate key recreation centers in the target area for additional hours each week. Due to the City of San Diego's current budget situation and lack of funding for basic services, recreation centers are currently open for only 40 – 48 hours per week. While the dedicated recreation staff have worked with each diverse community to ensure the recreation centers are open during the hours of highest need, any additional time offering youth programming equates to time off the street for neighborhood youth.

The City of San Diego Park and Recreation Department coordinates with other City departments and government agencies to integrate gang prevention in our communities. The department supports the Commission on Gang Prevention and Intervention Strategic Action Plan for the City of San by designing programs to be culturally competent, linguistically sensitive and accessible to the entire community. Current programming for young teens includes a "teen center" at recreation centers in the program target area. Each site offers programs designed around the interests of the participants. Recreation staff works with teen councils, who reach consensus about programs and events. A recent activity planned by youth at the Memorial Recreation Center involved 65 supervised teens traveling by bus to L.A. for a professional basketball game. City staff found funding for the bus, and the non-profit STAR/PAL (Sports, Training, Academics and Recreational/ Police Athletic League) paid for the entry tickets.

Some of the programs currently offered at teen centers include homework clubs, movie night, computer labs, internships, video games, ceramics, cooking class, sports, field trips, community service projects and much more. Each site is unique and programs fit the interests and needs of the participants.

The recreation staff also acts as a referral point, directing youth to other positive programs and activities that fit their interest and aptitude. An example is golf at the Colina del Sol Community Park through the Pro Kids Golf. The non-profit organization provides free programming to youth in the City Heights neighborhood and since 1994 has changed the lives of hundreds of youth through programs promoting education, character development, life-skills and values. Derrick N., age 13, says "Golf is a good thing – it keeps me from doing bad things."

Misa T., age 16, relates, "Golf is a very meaningful sport. It teaches you lessons effective for life, such as patience and honesty."

Another example of a positive referral for teens is the Winter Aquatic Vocational Education (W.A.V.E.) Program, developed by the Park & Recreation Department and the American Red Cross to offer individuals primarily from low income households an affordable opportunity to complete courses necessary to qualify as a lifeguard (starting pay in the City of \$11.98 / hour).

Once funding is approved, the Multi-Disciplinary Team will work with recreation staff to identify the recreation centers within the target area that will remain open for additional hours. Sites will be selected based on available funding, most recent gang statistics and Police Officer knowledge of the area most in need. Recreational professional currently provide programs tailored to the community and provide culturally sensitive and socially interesting alternatives to gang activities. Grant funding will also provide additional specialized training of Park and Recreation staff in designing programs to involve and retain at-risk youth in organized activities that build self-confidence, social skills, physical abilities, and interest.

2. INTERVENTION AND DIVERSION: With the additional resources provided by CalGRIP, once our intervention and diversion component is up and running, we anticipate being able to provide these services to an additional 15 children per month, over the period of 18 months, for a total of 270 youth.

The Juvenile Services Multidisciplinary Intervention Team: Gang officers monthly contact dozens of juveniles who are not yet documented gang members but are associating with known gang members who may be trying to recruit them into the gang. Law enforcement officers are called upon daily to make judgments regarding the needs and risks of the juveniles they encounter. SDPD's Juvenile Services Teams (JST) conduct multi-disciplinary juvenile intervention programs designed to give officers support in assessing youth when they first come into contact with criminal justice, and providing clear alternatives to prevent them from entering the juvenile justice system. The addition of the CalGRIP team will greatly expand our skill and resources in making comprehensive assessments and providing appropriate resources and alternatives to treat the whole child and family, where appropriate.

Breaking Cycles is San Diego County's collaborative project that represents part of the Comprehensive Plan to address juvenile delinquency.²⁴ Breaking Cycles is a multi-agency, geographically diverse project designed to deter youth from becoming delinquent by focusing prevention and intervention programs on at-risk youth and their families, and by improving the juvenile justice and community response to juvenile offenders through a system of graduated sanctions. Inspired by nationally recognized research indicating that youthful offending is best addressed through prevention and programs that hold young people accountable for their actions, key community leaders developed a long-term plan: the *San Diego Comprehensive Strategy for Youth, Family, and Community*. The plan identifies the following risk and protective factors:

Risk Factors:

Individual:

- Anti-social behavior and alienation/Delinquent beliefs/General delinquency involvement/Drug dealing
- Early onset of aggression and/or violence
- Favorable attitudes toward drug use/Early onset of AOD use/Alcohol and/or drug use

Family

- Child victimization and maltreatment
- Family management problems/Poor parental supervision and/or monitoring
- Pattern of high family conflict

School

- Dropping out of school
- Low academic achievement
- School suspensions
- Truancy/Frequent absences

Peer

- Association with delinquent and/or aggressive peers
- Gang involvement/Gang membership

²⁴ Burke, Cynthia Ph.D. and Susan Pennell, "What Works: San Diego's Breaking Cycles Program." November 2001. Publication of the San Diego Association of Governments.
http://www.sandag.org.ca.us/uploads/publicationid/publicationid_573_951.pdf

- Protective Factors

Protective Factors:

Individual

- Healthy / Conventional beliefs and clear standards
- Positive / Resilient temperament
- Positive expectations / Optimism for the future

Family

- Effective parenting

School

- Strong school motivation / Positive attitude toward school

Peer

- Involvement with positive peer group activities
- The project identifies a clear list of factors that work to prevent the slide into delinquency and gang activities. These are summarized as follows:
- Enlisting Partners and Building Collaboration in the Community
- Screening Appropriate Cases for the Graduated Sanctions Component
- Engaging and Involving Parents
- Using a Home-Based Visiting Model
- Utilizing Multi-Disciplinary Teams
- Implementing Regionalized Services
- Improving Documentation of Youth Needs and Progress
- Providing Adequate Aftercare Services
- Providing Intensive Alcohol and Other Drug-Related Treatment Services
- Utilizing Reassessments to be Responsive to a Juvenile Offender's Changing Needs

Reducing Reliance on Youth Institutional Commitments

SDPD officers have long engaged in collaborative work with multiple disciplines, agencies and facilities. JST officers assist the grant-funded Community Options Specialist and the new Gang Juvenile Services Officer to identify at-risk youth, and to assess not only their risk factors, but also their strengths and protective factors. The new Gang JSO and the COS will work directly with Gang Officers and Detectives to identify juveniles most at risk of gang

involvement. The JSO, as a sworn officer, will have the advantage of direct access to information related to at risk youth, and the authority to work with the schools, CBO's, social services, parents, faith based organizations, and all available resources to intervene in the child's path toward gang involvement.

The collaboration and integration of social work and law enforcement will greatly improve individualized assessment, and optimize the range and variety of resources available to intervene and divert youth from entering the system.

The COS, Juvenile Services Officer, and other personnel as appropriate (police officers, school officials, family members) will engage in team problem solving to stabilize whatever crisis has caused a youth to have police or other disciplinary contact. This will include an assessment of the youth's fitness for referral to community services vs. entry into the juvenile justice system.

After the crisis period has passed, the COS and Juvenile Services Officer will follow up with a methodical assessment to reveal the "bigger picture" and identify opportunities to intervene across multiple domains. After the needs of the young person are identified, the CalGRIP team will establish a case management plan, including linkages for the youth and/or the family with appropriate mental health, substance abuse, and social services. The COS will provide brokerage and linkage services until the client is engaged with appropriate services, and will conduct regular follow-up assessments to minimize further police contact.

The COS will be responsible for maintaining collaborative relationships with community providers of health, mental health, substance abuse, social services, recreation, education, and other identified providers. This includes proactive outreach to ethnic and culturally diverse service providers. The Community Options Worker will also serve as the Project Coordinator, responsible for project documentation and progress reports.

The San Diego Workforce Partnership will collaborate with the CalGRIP project to provide services including career exploration and paid work experience, educational supports and youth development to students at Morse High School, which is within the project target area. Morse and another high school were selected as part of SDWP's Gang Initiative, a secondary-school-based gang prevention program of year round services. School selection factors were:

- High percentage of families in poverty
- Within an identified gang injunction zone

- High rate of violent crime in the area
- High rate of high school drop outs

In addition, SDWP will contribute services of a youth development worker for front-line youth service workers in the target region, including, but not exclusive to, City Parks and Recreation staff. (This is in addition to the grant-funded Youth Recreation Specialist.) The Workforce Partnership anticipates providing services to approximately 50 CalGRIP referred clients during the grant period.

3. SUPPRESSION: With the additional resources provided by CalGRIP we anticipate targeting an additional ten gang members per month for suppression and enforcement, for a grant period total of 240.

Intelligence-Led Policing: Because of budget, recruitment, demographic and retention factors, SDPD's sworn workforce has been approximately 20% understaffed for several years. Since will be no short-term significant increase in staffing is anticipated, it is critical that we be able to maximize the effectiveness of our existing sworn staff. Clearly, the best way to do this is by employing advanced technology to direct and optimize the productivity of each and every officer targeting gang-related activity in the City.

During the course of a month, SDPD Gang Suppression officers and detectives generate hundreds of contacts with known gang members for reasons including arrests, detentions, field interviews, probation and parole searches, victim/witness interviews, and crime investigations. Clearly, it is impossible for any department to conduct a thorough follow up on every potential gang member or criminal. However, currently we do not have a system where information from all of these contacts can be entered, stored, cross-referenced, linked and analyzed to develop informed leads for target identification and further investigation.

Intelligence-led policing originated in Great Britain. Officials were well aware that a small number of criminals (approximately 6%) were responsible for a large percentage of crimes (approximately 60%). A "shotgun" approach of committing equal resources to all criminals is an ineffective use of resources. It was hypothesized that police resources could have the greatest effect on crime by focusing scarce resources on the most prevalent offenses, and the most prolific criminals. To do so required a new way of organizing and analyzing information. Intelligence Led Policing was developed as a way to focus on key criminal activities. Once

crime problems are identified and quantified through intelligence assessments, key criminals can be targeted for investigation and prosecution, probation revocation, or other sanctions.

SDPD has received a Bureau of Justice Assistance Gang Suppression grant that will fund a variety of enforcement equipment such as GPS devices, remote cameras, boom microphones, tactical entry equipment, night vision goggles and listening devices. The BJA grant also provides \$40,000 to purchase XANALYS (or equivalent) Link Analysis Software Package for Intelligence Led Policing, and advanced consultant expertise to assist and train Gang Unit personnel in advanced investigative techniques using sophisticated information retrieval and management technology, including "best practices" law enforcement techniques developed by organizations such as Scotland Yard, Interpol, CIA, FBI, US Marshals and the Secret Service. Capabilities of the selected software (XANALYS) include data acquisition, workflow, action management and link analysis technologies of the highest order, and will permit us to:

- Collect information from multiple sources such as phone logs, photos, witness statements, tips, e-mail messages, video, word processing documents, banking transactions, internal and external applications and databases, and web services.
- Analyze and manage information to ensure vital links and associations are quickly revealed between people, locations, phone numbers, vehicles, gang affiliations, etc., tying together many levels of interaction between criminals involved in illegal activities.
- Enable comprehensive management of people, resources and property information to ensure that all aspects of an investigation are focused, methodically controlled and audited.
- Display results in numerous formats, including link analysis charts, narrative reports, timelines with events organized in chronological order, or hierarchical charts showing relationships between people, victims, gang sets, events, weapons, vehicles, etc.
- Display multiple simultaneous on-screen views and automatically transfer changes from any one view to other views as appropriate.
- Share information among many types of computer systems, different type of users, across geographical and technological boundaries that have, in the past, made critical investigation information inaccessible to SDPD and neighboring jurisdictions.
- Prove and validate in court the decisions and actions in connection with an investigation. Every document collected, and every element of an investigation, will be documented and

retrievable months after arrests have been made. Such evidence management has stood up to close scrutiny in high profile cases, and has been commended by many court systems.

Under this project, SDPD proposes hiring a qualified Project Criminal Intelligence Analyst (PIA) to be assigned to the Gang Unit. The PIA will provide the knowledge, skill and staff power necessary to optimize these new technological abilities. The ability to consolidate, organize and analyze large amounts of raw data, and identify linkages and trends among individuals, crimes, crime scenes, victims, weapons, associates and other variables, will allow police managers to allocate sworn staff resources to target individuals and/or groups who are responsible for a large percentage of violent crimes, thus impacting the greatest amount of crime for the least amount of enforcement resources. This is clearly a vast improvement over traditional methods of investigating more or less random individuals as possible suspects.

Additionally, through this automation capability, we will identify at-risk youth with multiple predictors for gang involvement, and initiate intervention and prevention referrals.

III. PROJECT IMPLEMENTATION:

The Implementing Agency is the San Diego Police Department. The Implementing Section is SDPD Gangs, via the Multi-Disciplinary CalGRIP Team. The Advisory Committee is the SD Commission on Gang Prevention and Intervention.

The Project Multidisciplinary Team will provide a comprehensive juvenile intervention program designed to give officers support in assessing youths who first come in contact with law enforcement, and provide options as an alternative to entering into the juvenile justice system.

Law enforcement officers are called upon every day to make decisions regarding both the needs and risks of juveniles they encounter. The mobile Juvenile Services Team is a strategy focusing on the strengths of vulnerable young people, and not merely their "at-risk" status. JST is a program co-staffed with a "community options" social worker and law enforcement officers. Integrating law enforcement and professional assessment and services optimizes the youth's access to appropriate resources and reduces the number of youth entering the juvenile system. The collaboration allows for complimentary utilization of the strengths of both the social work and law enforcement professionals.

The Community Options Specialist will provide ethnically and culturally appropriate multidisciplinary mobile assessments to stabilize whatever crisis has caused the youth to have police contact. Only a methodical assessment by a trained professional is likely to elicit the

bigger picture and identify opportunities to intervene across multiple domains. After the needs of the young person are identified, and suitability for referral to community services vs. entry into the juvenile justice system is established, then the COS will establish linkages for the youth and/or family with appropriate mental health, substance abuse, or social services.

Program Personnel: Project staff will be selected based on their education and experience in working within a multi-disciplinary team framework, and collaboratively with other disciplines, agencies and facilities. They will receive further training to provide culturally and ethnically competent services. Bi-cultural/bi-lingual skills and experience will be a selection priority.

The Advisory Committee: The City of San Diego Commission on Gang Prevention & Intervention will be the required Advisory Committee for this project. The Commission is described in detail below in the Existing Resources heading. The Committee will meet monthly to oversee and direct CalGRIP strategies and progress.

Regionality: The City of San Diego participates as a member of the **Juvenile Justice Coordinating Council (JJCC)** and is represented on the Juvenile Justice Services Task Force. The JJCC is the management and implementation arm of the County Comprehensive “Breaking Cycles” Plan described above. In collaboration with partners/stakeholders, and through leadership provided by the Children’s Initiative, this program has been successful in expanding after-school programs, early intervention and community assessment teams, the Juvenile Repeat Offender Program, gender specific programs for girls, adolescent substance abuse treatment service array, Juvenile Dependency Court Recovery Project, a shared structure decision-making process (Regional Resiliency Checkup), Juvenile Drug Court, coordinated enforcement plan (data integration/information sharing), violence prevention programs, and multi-jurisdictional partnerships/collaborative efforts.²⁵

The major themes within the City’s application reflect two key themes of the County’s *2001 Comprehensive Juvenile Justice Plan*:

- Be Holistic (comprehensive or multi-systemic and multi disciplinary, dealing simultaneously with many aspects of the youth’s life. Address the youth’s family and relationship dealing with intimacy, community, peers, school and work.

²⁵ “Comprehensive Strategy in San Diego County: Major Accomplishments.” www.thechildrensinitiative.org/pdfs/compstrategy.pdf and “The Children’s Initiative” Website. www.thechildrensinitiative.org/meetjjcc.htm

- Promote a community delinquent prevention model as the most cost-effective and humane approach, assuring access to community based resources;

The City is also represented on the U.S. Attorney's Project **Safe Neighborhoods (PSN)**. The Executive Director of the Commission is vice chair of PSN's Community Outreach Committee.

The Gang Commission and PSN co sponsored a conference in May 2007 that involved the community organizations and residents from all over the county. More than 350 attendees participated in the *Community Solutions Conference*. Seven different communities organized and discussed important issues at the Conference and committed to follow up:

- East County Collaborative
- Linda Vista/Family Resource Center
- Mira Mesa
- Southeastern Groups
- Southbay Groups
- City Heights/Mid City Collaborations

Each group has worked to keep the Commission updated on their efforts to collaborate and respond to key community issues. These issues have included:

- Finding programs that work
- Expanding Park and Recreation hours and programs
- Employment
- Intervention strategies for youth of different ethnicities
- Safety around schools

Experience and Ability to Implement and Manage the Program: SDPD has implemented and managed over 200 grant programs over the past two decades, from federal agencies (COPS, BJA, NIJ, OJJDP, VAWA, HUD, NHTSA and HHS) and state agencies (OCJP, CYA, OTS and DBW). We have never had significant audit findings in any of our grants. We also have vast experience with community collaborations, coalitions and partnerships.

PROJECT TIMELINE:**Months 1-2**

- Finalize project administrative requirements;
- Accomplish any modifications required;
- Meet with Gang Commission to explain how project will proceed;
- Assemble project partners and brief on project requirements;
- Initiate purchases of Equipment and Supplies;
- Assemble baseline data of target neighborhoods for later outcome evaluation;
- Recruit for Community Options Specialist
- Recruit for Criminal Intelligence Analyst
- Acquire and install link analysis (funded by BJA Gang Suppression Grant)

Months 3-4

- Conduct selection procedures for Community Options Specialist
- Conduct selection procedures for Criminal Intelligence Analyst
- Recruit and select Youth Recreation Specialist²⁶

Months 5-6:

- Select, hire and conduct background for Community Options Specialist²⁷
- Select, hire and conduct background for Criminal Intelligence Analyst
- Incorporate partners (CBOs, school personnel, probation, etc.) into the planning process

Months 7-8:

- Train project staff
- Begin monthly Multi-Disciplinary Team meetings
- Identify first 10 Prevention clients
- Identify first 10 Intervention/Diversion clients
- Begin direct services and referrals
- Develop a follow-up plan
- Implement link analysis to identify core gang members for intensive suppression strategies

²⁶ Because this contractor will not have access to confidential information, it will not require the extensive background check required of the other two positions.

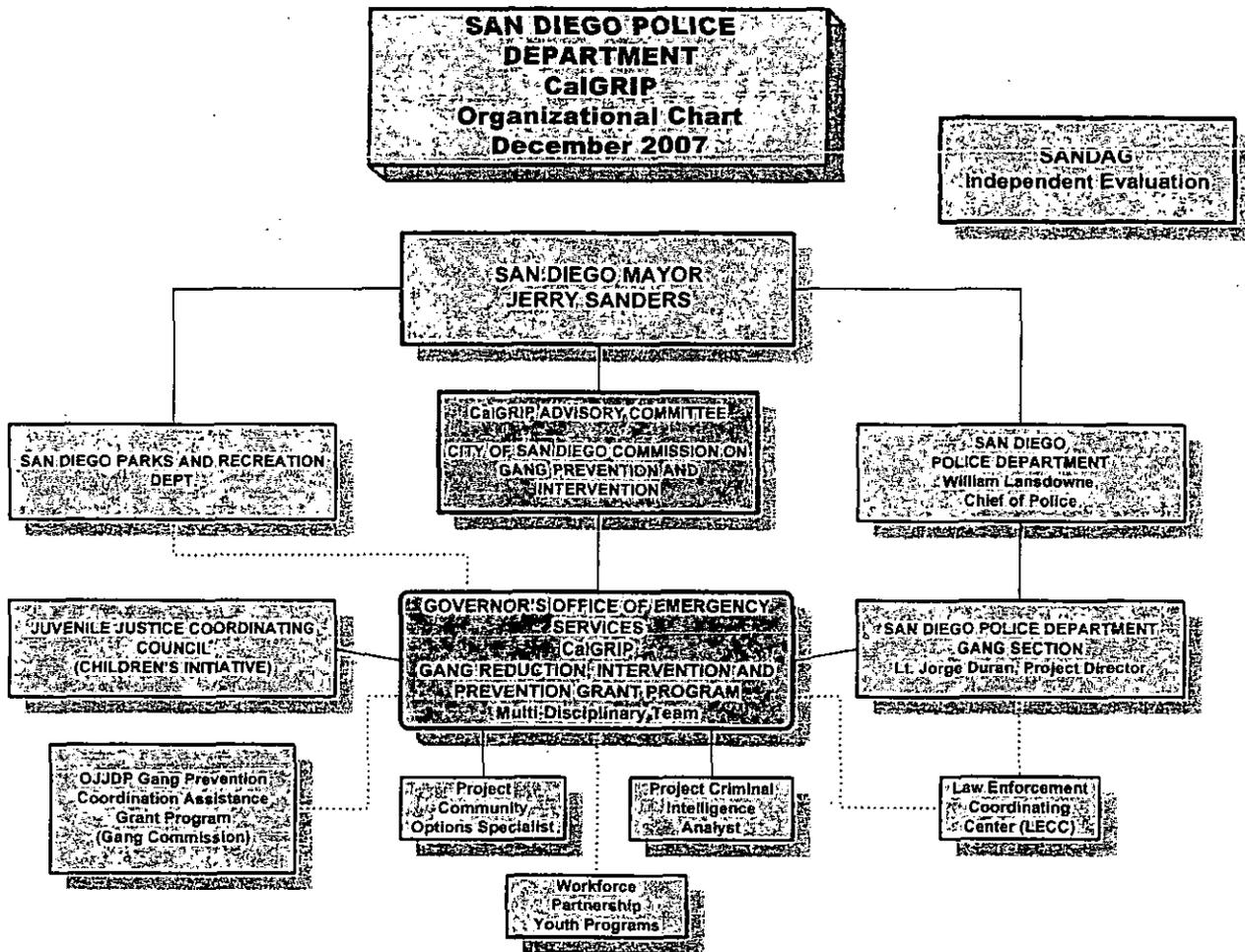
²⁷ Because these two full-time, grant funded positions will have access to confidential information, they will be subject to an extensive background check.

Months 9-21:

- Continue to identify approximately 10 Prevention clients monthly
- Continue to identify approximately 10 Intervention/Diversion clients monthly
- Continue to conduct direct services and referrals
- Implement follow up on Prevention and Intervention/Diversion clients

Months 22-24:

- Begin transition of program operations to integral City services.
- Integrate and consolidate data from quarterly progress reports into a final report that incorporates both a process and outcome evaluation to measure project success.



IV. EXISTING RESOURCES:

The Commission on Gang Prevention & Intervention will serve as the CalGRIP Advisory Committee. The Commission was established by Mayor Jerry Sanders in 2006 at the request of City Councilmember Anthony Young, in response to growing gang problems throughout the City. It was formalized by an amendment to the San Diego Municipal Code in April 2006.²⁸ The Commission's vision is to develop a more strategic, coordinated, and collaborative effort between the City, law enforcement agencies, social service providers, and the general public, with the objective of significantly curtailing gang involvement, and its negative impact, in the City of San Diego.

The Commission is comprised of key community stakeholders along with representatives from organizations already working in areas on anti-gang initiatives in a variety of San Diego communities. The Commission chair is Reverend Harry Cooper Jr. of Southeast Community Presbyterian Church. Members include: San Diego Unified School District, Superintendent, Carl Cohn, Ph.D.; San Diego Police Department, Chief William Lansdowne; San Diego Workforce Partnership, Executive Director, Larry Fitch; San Diego Association of Governments, Executive Director, Gary Gallegos, California Endowment, Program Manager, Steve Eldred; Second Chance/Strive, Executive Director, Scott Silverman; Metro United Urban Ministries, representative, Kevin Henderson; Overcoming Gangs Board President, Conrad Harris; Union of Pan Asian Communities, Division Manager, Alicia DeLeon Torres; Unity Tech Fitness Center, founder and owner, Eugene Johnson; Reality Changers, Executive Director, Christopher Yanov and CHOICE Program, Executive Director, Benita Page. Fred Sotelo (businessperson), Victor Torres (defense attorney) and Pepe Cervantes have recently been nominated to fill vacancies, along with adding the following to the Commission:

- San Diego County District Attorney
- San Diego County School Superintendent
- San Diego County Sheriff
- San Diego County Probation Chief

²⁸ San Diego Municipal Code Chapter 2: Government (5-2006) Article 6: Board and Commissions Division 19: City of San Diego Commission on Gang Prevention and Intervention (*Added 4-7-2006 by O-19477 N.S.; effective 5-7-2006.*)

<http://docs.sandiego.gov/municode/MuniCodeChapter02/Ch02Art06Division19.pdf>

The commission roster and biographies may be viewed at www.sandiego.gov/gangcommission/pdf/commissioners.pdf

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These committed members with the support of the Mayor Jerry Sanders and Council President Pro Tem Anthony Young have listened to the citizens of the City, victims of gang violence, reviewing the County's Comprehensive Plans and are now ready to move forward with coordinating specific activities

The board also serves as a bridge in terms of networking community organizations together to help youth and educate families. San Diego Police Chief William Lansdowne, a board member, believes that the commission provides a focal point for officers to seek resources they need. "We notify parents whose children are associating with gang members, but the problem I had was, I didn't have anywhere to send the parents. Now I do," he said.

The Commission's Executive Director is Lynn Sharpe-Underwood (619-236-5936)
lsharpeunderwood@sandiego.gov.

OJJDP Gang Prevention Coordination Assistance Program: The target area for this grant is entirely within the larger target area for the CalGRIP grant. The OJJDP grant provides funds to coordinate existing programs. The project is called the San Diego initiative and brings together existing programs working on anti-gang strategies, schools, local churches, community organizations and law enforcement in a strategic effort to focus on youth and families in the targeted area who are at greatest risk for gang involvement and gang violence. San Diego Police Department Southeastern Division, located in the Encanto neighborhoods, has a Juvenile Services Department whose Lieutenant co-chair with the project's Coordinator in facilitating the coordinated activities.

The San Diego Initiative's primary goal is to impact youth and families by integrating the existing services with new targeted strategies to impact the youth and families in the Encanto neighborhoods. Organizations working with the OJJDP grant program will also be involved with the CALGRIP program. This includes Tariq Khamisa Foundation, CHOICE, the Urban League, Coalition of Neighborhood Councils, Black Men United, Metro United, Encanto Boys and Girls Club, Jackie Robinson YMCA, San Diego County Labor Council, San Diego County District Attorney's Office, Probation, as well as San Diego City Schools and San Diego County Health and Human Services. As such, it will be an invaluable adjunct to the CalGRIP program. This grant is also contributing personnel coordination services at a value of \$100,000.

Law Enforcement Coordinating Center (LECC): This concept has been in development for approximately two years in San Diego County. In addition to a multi-disciplinary concept

(federal, state and local law enforcement), it is a brick-and-mortar facility that will open in early 2008. One entire floor will be occupied by the Joint Terrorism Task Force (JTTF). Another floor will be occupied by an all-crimes fusion center consisting of five teams: Gang, Narcotics, Border Crimes, White Collar Crimes, and Financial Crimes.

Hundreds of thousands of individual pieces of information are continually generated throughout the San Diego region. However, the means to string these pieces together has been deficient. The LECC will provide a consolidated multi-jurisdiction information center for information to be shared in coordinated, manageable systems. One example will be the ability to share information on Confidential Informants by the type and value of information they can bring to the table, without actually identifying the CI by name. This sort of information sharing will be invaluable in our planned linkage evaluations under Information Led Policing.

V. PROJECT EVALUATION: MEASUREMENTS OF SUCCESS: The goal of this project is to implement a three-component approach consisting of prevention, intervention, and suppression activities to the reduction and eradication of gang membership and gang crimes throughout the target area. While the primary purpose of the grant is implementation of activities, it is important to document the impact and degree of impact of those activities in addressing gang activity. The evaluation will assist the project in documenting program activities and the target population served; measure change pre- and post-involvement; and record any particular challenges and accomplishments.

The San Diego Association of Governments (SANDAG) will apply research experience and expertise in documenting the process and impact of the gang prevention project funded through CalGRIP. If funded, SANDAG will work in close partnership with SDPD, San Diego Parks and Recreation, and involved community agencies to document the activities provided and the resulting outcomes. The following research questions are proposed to measure the three proposed components:

a) Prevention Activities (Additional recreational hours and enhanced training of staff):

- How many additional target youth were served due to increased service capacity?
- Once involved, how successful was the project in retaining youth participants?
- Did training enhance staff knowledge and ability to engage at-risk youth in activities?
- What was the level of satisfaction of youth with the increased services hours (if possible within the budgeted evaluation).

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- Did criminal activity (e.g., reported crime incidents) decrease in a one-mile radius of the targeted recreational centers?

b) Intervention Activities (Home visits by a multidisciplinary team to youth associated with gang members)

- What were the characteristics of the youth and families that received services?
- What was the intensity level (e.g., hours, contacts, duration, number of referrals) of services received?
- How successful was the project in linking youth and families to community services?
- What was the outcome of the service linkages (i.e., did the youth/family attend; completion status)?
- Did youth who participated in the project display more positive attitudes and behaviors?

c) Suppression Activities (Data Analysis/Intelligence Led Policing of local gang activity):

- Did increased ILP result in increased documentation of gang members? (Data available from SDPD, or Evaluator trained to access Cal-Gang.)
- Did gang related crime decrease in the target areas? (SDPD crime analyst data.)
- How many probation and parole revocations occurred as a result of increase suppression analysis? (Provide Evaluator with access to this data)
- What is the level of SDPD Gang Suppression staff satisfaction of staff with ILP and increased suppression analysis?

Data Elements and Proposed Methodology: In order to capture the diversity of the CalGRIP project, SANDAG will employ multiple methodologies, including retrieving archival data, conducting surveys, and tracking interventions. To ensure resources are used effectively, when feasible existing data collection mechanisms will be utilized to gather information. That is, SANDAG will create tracking and data collection forms, provide training and quality assurance to SDPD staff to administer the surveys, and receive aggregate crime data from SDPD. The following evaluation activities will address the proposed research questions:

a) Family/Youth Assessments: To capture family and youth characteristics, risk factors and delinquent behaviors, an intake form including questions from standardized youth assessments (e.g., Social Skills Rating System, Self-Report Delinquency Measure, Inventory of Parent and Peer Attachment) will be created. SANDAG will work with the project to finalize the form, conduct training on administering the instrument, and quality control the

data as it is received (providing feedback as needed to insure accurate and complete data are collected). The form will be administered by the project Community Options Specialist (COS) to serve two purposes:

- a. Information to help inform the case plan
 - b. Data to be analyzed by SANDAG staff to determine factors predicting success, describe the population, and measure post participation behavior change.
- b) At exit, a second assessment, comprised of the same standard measures, will be completed with the family and youth.
- c) **Customer Satisfaction Surveys:** A series of three surveys will be created to measure the level of satisfaction and receive feedback on each project component. Prevention surveys will be conducted by program staff with youth and families attending the recreational centers during the added hours. Intervention surveys will be conducted by the COS with youth and families, as well as with participating community agencies. Suppression surveys will be conducted with SDPD Gang Unit Officers. These surveys will provide valuable information on the perceived effectiveness of each component, the level of communication among participating parties, and the perceived strengths and challenges.
- d) **Staff Surveys:** To measure recreational staff's comprehension level of new outreach methods and perceptions of the training effectiveness, pre- and post-surveys will be conducted (electronically) with staff who receive the training.
- e) **Archival Law Enforcement Data:** To capture changes in criminal activity, data will be collected from a variety of sources, including Automated Regional Justice Information System (ARJIS), Probation Case Management System (PCMS), California Department of Corrections and Rehabilitation (CDCR) and/or other appropriate sources for parole violations. Individual level data (e.g., youth's activity) will be collected manually by SANDAG staff. Aggregate crime data will be provided to SANDAG electronically by SDPD Crime and Intelligence Analysts.
- f) **Treatment Tracking:** To monitor the types and intensity of services provided by the MDT, SANDAG will create a tracking file in Excel for MDT members to enter client level information. These data will be transferred to SANDAG electronically on a monthly basis.

Products: SANDAG is experienced in providing products that meet the needs of program and policy makers, and adhere to stringent research standards. Throughout the project, SANDAG

will meet regularly with partners to interpret the results of the process, and to keep program partners aware of the research process and preliminary findings. Written summary reports will be provided at the end of years one and two. SANDAG will present the results at local decision-making bodies (e.g., SANDAG's Public Safety Committee, San Diego Gang Commission) and the final report will be posted on SANDAG's web site.

SANDAG Evaluation Expertise and Experience: The San Diego Association of Governments (SANDAG) is a forum for regional decision-making, the Regional Census Data Center, and a resource for data used in regional planning and research. The Criminal Justice Research Division has conducted analyses and program evaluations of public safety and public health issues since 1977. The Division is also the Clearinghouse for justice information and the region's response to crime, and is a local resource for juvenile justice data and evaluations. The Division has received many federal and state grants to conduct research on a variety of issues, including juvenile delinquency, gender responsive services for delinquent girls, domestic violence, drug treatment, gangs, targeted law enforcement, and crime victims. Staff members serve on a number of boards, commissions, and task forces related to crime and social issues, many of which are charged with making local policy recommendations. The Division enjoys long and cooperative relationships with all local justice agencies and many social and health services providers. All staff have completed background checks and signed confidentiality agreements.

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BUDGET NARRATIVE

THE CITY OF SAN DIEGO POLICE DEPARTMENT

CalGRIP Funding Proposal

Revised to \$400,000 April 9, 2008

GRANT FUNDS REQUESTED:

PERSONAL SERVICES – EMPLOYEE SALARIES/BENEFITS

Juvenile Services Officer (Gangs) Overtime: This Detective position will be working directly and closely with the Multi-Disciplinary Team, both in terms of Intelligence-Led Policing and in identifying and following up with youth in nascent gang involvement. Overtime reflects 1.5 times regular Detective salary. 236 hours X \$55/Hour = \$13,000.

Gang Suppression Team Detective Overtime: This funding is for regular GST officers to engage in suppression and enforcement activities over and above their regular 40-hour weeks, to participate in CalGRIP projects, and reflects 1.5 times regular Detective salary. 364 hours X \$55/Hour = \$20,000.

OPERATING EXPENSES

Contractual Community Options Specialist/Project Coordinator,¹ MSW, MFT or equivalent, to work closely with SDPD, City Parks and Recreation, Juvenile Justice Coordinating Council, and the San Diego Commission on Gang Prevention & Intervention to ensure that project staff are appropriately selected, trained and supervised; that the project is operated in accordance with the County's Breaking Cycles plan as overseen by the JJCC; to take a lead role in identifying youth appropriate for program involvement, to ensure that the entire target area/population are included; to publicize, endorse and promote the project; to conduct informational sessions to parents, school officials, etc. concerning project goals, objectives and strategies; to educate the community in signs of gang and delinquency involvement, and how they can become actively involved in diversion and prevention; and to facilitate regular project

¹ It is necessary to staff this project with contractual employees because, 1) Although it is the preference of the City to retain these personnel as regular employees at the end of the grant period, legally they must be considered temporary positions; and 2) the City has no job classifications equivalent to these three positions. All grant-funded positions will be assigned 100% time to the CalGRIP project.

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BUDGET NARRATIVE
THE CITY OF SAN DIEGO POLICE DEPARTMENT
CalGRIP Funding Proposal

staff meetings that include all project staff, other Park and Rec staff as appropriate, the SDPD Juvenile Service Officer and other Gangs/Juvenile officers as appropriate, to ensure communication, understanding and coordination. This position will team with the Juvenile Services Officer in proactively recruiting potential program participants. As a contractual employee, we anticipate the cost will be approximately \$60,000 annually. However, we anticipate a lead-time of approximately six months to recruit, select and background this individual. Therefore, the contractual-cost is being requested for 18 months of this 24-month project. \$90,000

Contractual Criminal Intelligence Analyst, contractual employee. To be selected generally in congruence with the County of San Diego Classification. This person will be responsible for developing, implementing and guiding the Intelligence Led Policing strategy of the Suppression component. As a contractual employee, we anticipate the cost will be approximately \$75,000 annually. However, we anticipate a lead-time of approximately six months to recruit, select and background this individual. Therefore, the contractual cost is being requested for 18 months for this 24-month project. \$112,500

Contractual Youth Recreation Specialist to assist project staff in development of projects and skills to identify at-risk youth, attract and retain youth in prevention and diversionary activities, and provide role modeling and mentorship to participants at City recreation centers, to be identified on an ongoing basis. Training is also anticipated to encompass relevant laws, including privacy and confidentiality. Contractual employee, approximately \$50 per hour for approximately 300 hours. \$15,000

Expanded Target Area Recreation Center Hours: To develop and conduct specialized diversion activities for youth identified as early at-risk, in conjunction with the Youth Recreation Specialist. Total operational costs are \$37.51 per hour X 2,706 Hours = \$101,500

Contractual Project Evaluation, as described in the narrative, by the San Diego Association of Governments (SANDAG). \$40,000

Financial Audit: In compliance with RH 8150, we have budgeted .25% of the total grant for financial audit cost. \$2,000.

BUDGET NARRATIVE
THE CITY OF SAN DIEGO POLICE DEPARTMENT
CalGRIP Funding Proposal

EQUIPMENT

Automation Equipment for COS Criminal Intelligence Analyst, and Juvenile Services Officer.

Desktop Computers with monitor and peripherals, one per employee to develop link analysis projects, maintain project records, etc 2 X \$2,000 = \$4,000

Wireless Capable Laptop Computer for COS to take into the field during assessments and other project services, and to maintain project records, prepared progress reports, etc. \$2,000

MATCHING FUNDS COMMITTED:

City of San Diego Commission on Gang Prevention & Intervention - Personnel contribution for organizing services and linkage to the SDPD Juvenile Services Team, Community Options Specialist, Criminal Intelligence Analyst, and the Gang Commission. Provide pre-screened referral agencies and contacts. 400 hours @ \$50/hour. **\$20,000.**

Juvenile Services Officer (Gangs): This full-time Detective position was added to work directly and closely with the Multi-Disciplinary Grant Team, both in Intelligence-Led Policing and in identifying and following up with youth in nascent gang involvement. Full-Time Salary with Detective Pay and Specialty Pay (i.e., educational, bilingual, shift work, etc.) = \$80,000 per year for two years. Although this officer will commit 100% of time to the project, SDPD will commit 75% of this cost as match. **\$120,000.**

San Diego Workforce Partnership - \$260,000 Total

- \$125,000 annual match (\$250,000 total) provided through San Diego Workforce Partnership Gang Initiative, a secondary-school-based gang prevention program that will provide year round, career exploration and paid work experience, educational supports and youth development at Morse High School, within the target area of southeastern San Diego. This and one other high school were selected as part of SDWP's Gang Initiative as a result of the following factors:

- High percentage of families in poverty
- Within an identified gang injunction zone
- High rate of violent crime in the area
- High rate of high school drop outs

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BUDGET NARRATIVE

THE CITY OF SAN DIEGO POLICE DEPARTMENT

CalGRIP Funding Proposal

- \$5,000 annual match (\$10,000 total) to fund youth development worker training for front-line youth service workers in the target region, including, but not exclusive to, City Parks and Recreation staff.

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BUDGET CATEGORY AND LINE ITEM DETAIL

A. Personal Services – Salaries/Employee Benefits	STATE	VOCA	VOCA MATCH	FVPSA	FVPSA MATCH	VAWA	IN-KIND MATCH	COST
Juvenile Services Officer (Gangs) Overtime, \$55/Hr X 236 Hrs	\$13,000							\$13,000
Gang Suppression Team Officers Overtime, \$55/Hr X 364 Hrs	\$20,000							\$20,000
Gang Commission Personnel for Organizing and Linkage							\$ 20,000	\$20,000
Juvenile Services Officer (Full Time) Salary + Det Pay @ \$80,000/Yr = \$160,000 Times 75%							\$ 120,000	\$0
Personal Section Totals	\$33,000	\$0	\$0	\$0	\$0	\$0	\$ 140,000	\$53,000
PERSONAL TOTAL								\$193,000

BUDGET CATEGORY AND LINE ITEM DETAIL

B. Operating Expenses	STATE	VOCA	VOCA MATCH	FVPSA	FVPSA MATCH	VAWA	IN-KIND MATCH	COST
Community Options Specialist/Project Coordinator	\$90,000							\$90,000
Criminal Intelligence Analyst (Contractual)	\$112,500							\$112,500
Youth Recreation Specialist (Contractual)	\$15,000							\$15,000
Expanded Recreation Center Hours to provide opportunities for Youth Diversion and Involvement: \$37.51/Hr X 2.706	\$101,500							\$101,500
Evaluator (SANDAG)	\$40,000							\$40,000
Financial Audit, .25% of Grant	\$2,000							\$2,000
Workforce Partnership Career Exploration and Paid Work Experience							250,000	\$250,000
Workforce Partnership Youth Development Worker Training							10,000	\$10,000
Operating Section Totals	\$361,000	\$0	\$0	\$0	\$0	\$0	\$260,000	\$621,000
OPERATING TOTAL								\$621,000

000803

BUDGET CATEGORY AND LINE ITEM DETAIL

C. Equipment	STATE	VOCA	VOCA MATCH	FVPSA	FVPSA MATCH	VAWA	IN-KIND MATCH	COST
Desktop Computers with Monitors & Peripherals. 2 @ \$2,000 each	\$4,000							\$4,000
Wireless Capable Laptop Computer	\$2,000							\$2,000
								\$0
								\$0
								\$0
								\$0
<i>Equipment Section Totals</i>	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0	\$6,000
EQUIPMENT TOTAL								\$6,000
Category Totals								
<i>Same as Section 10 on the Grant Award Face Sheet</i>	\$400,000	\$0	\$0	\$0	\$0	\$0	\$ 400,000	
Total Project Cost*								\$800,000
<i>*Same as Block 10G on Grant Award Face Sheet</i>								

PROPOSAL APPENDIX

THE CITY OF SAN DIEGO POLICE DEPARTMENT

CalGRIP Funding Proposal

PROJECT ORGANIZATIONAL CHART

**DOCUMENTS SUPPORTING COLLABORATIVE PARTNERSHIPS
(ALPHABETICAL)**

Bayside Community Center
Children's Initiative Comprehensive Strategy Task Force
Coalition Of Neighborhood Councils
Commission On Gang Prevention And Intervention
County District Attorney
County Health And Human Services Agency
County Juvenile Justice Coordinating Council
Sheriff's Department
Unified School District
Urban League
Workforce Partnership

TARGET AREA VISUALS

Target Area Map, Location Within The City of San Diego
Target Area Map, Showing Neighborhoods, Gang Crime Frequency and
Park & Recreation Facilities
Target Area Recreation Centers and Current Hours of Operation

PROJECT GOVERNMENTAL SERVICE AREA INFORMATION

SAMPLE CLASS SPECIFICATIONS AND PAY SCALE FOR

**CRIMINAL INTELLIGENCE ANALYST
PREFERENCE POINTS CERTIFICATION**

SAN DIEGO POLICE DEPARTMENT
CaIGRP
Organizational Chart
December 2007

SANDAG
Independent Evaluation

SAN DIEGO MAYOR
JERRY SANDERS

SAN DIEGO PARKS AND RECREATION
DEPT.

CaIGRP ADVISORY COMMITTEE
CITY OF SAN DIEGO COMMISSION ON
GANG PREVENTION AND
INTERVENTION

SAN DIEGO
POLICE DEPARTMENT
William Lansdowne
Chief of Police

JUVENILE JUSTICE COORDINATING
COUNCIL
(CHILDREN'S INITIATIVE)

GOVERNOR'S OFFICE OF EMERGENCY
SERVICES
CaIGRP
GANG REDUCTION, INTERVENTION AND
PREVENTION GRANT PROGRAM
Multi-Disciplinary Team

SAN DIEGO POLICE DEPARTMENT
GANG SECTION
Lt. Jorge Duran, Project Director

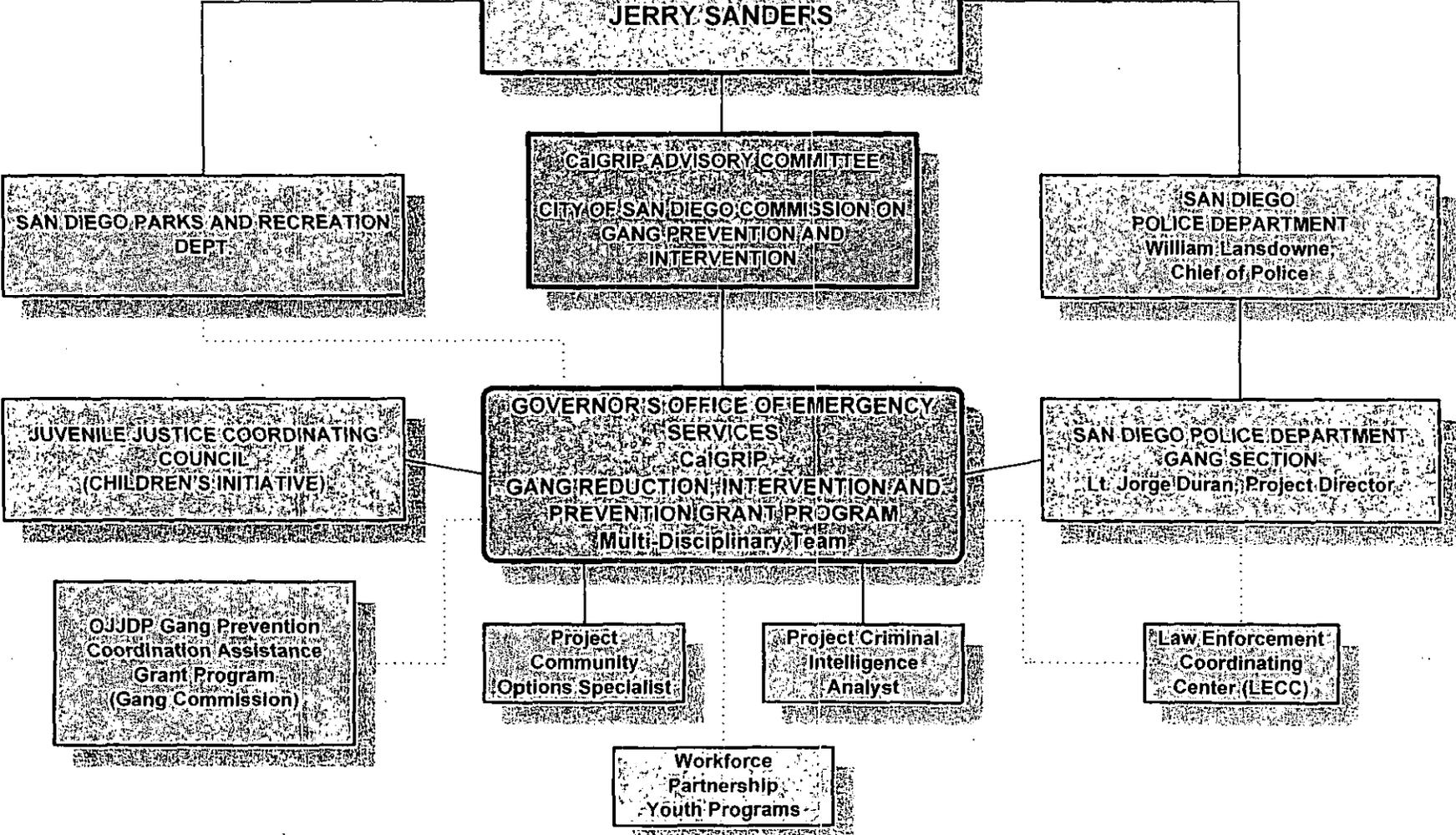
OJJDP Gang Prevention
Coordination Assistance
Grant Program
(Gang Commission)

Project
Community
Options Specialist

Project Criminal
Intelligence
Analyst

Law Enforcement
Coordinating
Center (LECC)

Workforce
Partnership
Youth Programs



000807

BAYSIDE
Community Center

Celebrating 75 years of Service
1932-2007

December 17, 2007

William M. Lansdowne
Chief of Police
San Diego Police Department
1401 Broadway Avenue
San Diego, CA 92101

RE: Letter of support for the California Gang Reduction, Intervention and Prevention Program

To Whom It May Concern:

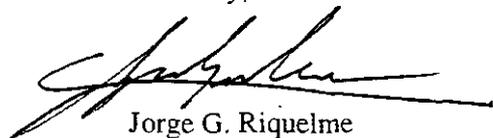
Bayside Community Center is pleased to support the San Diego Police Department's request for the California Gang Reduction, Intervention and Prevention Program (CalGRIP) grant.

The mission of Bayside Community Center is to empower diverse communities to improve their quality of life through services, education and advocacy. We support the San Diego Police Department's application because increasing public safety is essential for improving the quality of the Linda Vista community in San Diego, particularly its most vulnerable populations: seniors, newcomers and disabled residents.

As the lead agency of the Linda Vista Collaborative, Bayside Community Center looks forward to continue working closely with the San Diego Police Department on matters concerning gang-related violence in our community. The collaborative is integrated by community members, non-profit organizations, county government agencies, and educational institutions, among others. The Linda Vista Collaborative considers gang reduction, intervention and prevention as a top priority. The Linda Vista Collaborative is an effective channel for cooperation across cultures, languages, and institutions.

In the interest of our vulnerable communities, I hope that you will consider favorably the San Diego Police Department's request for the CalGRIP grant.

Sincerely,



Jorge G. Riquelme
Executive Director

The Children's Initiative

Board of Directors:

Jean Shepard
Chair
Director
County of San Diego Health
and Human Services Agency

Walter Ekard
Chief Administrative Officer
County of San Diego

Steve Escoboza
President/CEO
Healthcare Association
San Diego & Imperial
Counties

Kristy Gregg
Vice President of Marketing
San Diego National Bank

Roxanne Hoffman
Past President,
Ninth District PTA
Coordinator, Safe Kids
Coalition of San Diego

**The Honorable
Susan Huguenor**
Presiding Judge
Juvenile Court
County of San Diego

William Lansdowne
Chief of Police
City of San Diego

Dr. Lionel R. Meno
Professor
Special Assistant to the
President, P-12 Education
San Diego State University

**The Honorable
William C. Pate**
Attorney, Private Mediation
and Arbitration

George Root
Attorney, Procopio Cory
Hargreaves & Savitch LLP

Barbara Ryan
San Diego County
School Boards Association
Vice President
Government Affairs,
Rady Children's Hospital

Blair Sadler
Senior Fellow, Institute for
Healthcare Improvements
Former President/CEO Rady
Children's Hospital

Doug Sawyer
President/CEO
United Way San Diego
County

Sandra L. McBrayer
Chief Executive Officer
The Children's Initiative

County of San Diego Juvenile Justice Comprehensive Strategy Task Force

December 12, 2007

Chief William Lansdowne
Chief of Police
San Diego Police Department
1401 Broadway
San Diego CA 92101

Re: CalGRIP Programs for Cities application

Dear Chief Lansdowne,

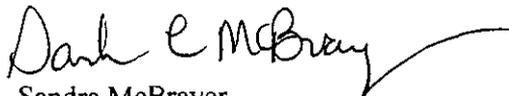
Through a partnership between the County of San Diego Board of Supervisors and The Children's Initiative, San Diego County became one of the first national sites to plan, develop and implement the United States Justice Department's Office of Juvenile Justice and Delinquency Prevention "Comprehensive Strategy." This model brings together diverse disciplines to coordinate and enhance efforts that address juvenile delinquency, and promote positive development of youth.

The "Comprehensive Multi-Agency Juvenile Justice Plan" was developed out of the Comprehensive Strategy and approved by the San Diego County Board of Supervisors and has resulted in San Diego's ability to sustain programs, identify gaps in services, and create services for at-risk youth. These services address a variety of issues, including drug and alcohol abuse, gang involvement and truancy.

The Comprehensive Strategy Task Force supports the San Diego Police Department's proposal for the CalGRIP grant to expand prevention and intervention with youth at risk of gang involvement.

The Juvenile Justice Comprehensive Strategy Task Force and The Children's Initiative encourages the Governor's Office of Emergency Services to fund the proposed program. You are welcome to contact me at (858) 581-5880 with any questions or for additional information on our participation in the proposed program.

Sincerely,



Sandra McBrayer
CEO
The Children's Initiative
Comprehensive Strategy Task Force, Chair

000809



415 N. Euclid Ave., San Diego, CA 92114 • Tel. (619) 325-3580 • Fax (619) 325-3581 • Email general@cnc.sdcoxmail.com

Coalition of
Neighborhood
Councils

December 12, 2007

William M. Landsdowne
Office of the Chief of Police
1401 Broadway Avenue
San Diego, CA 92101-5729

RE: Letter of support for the California Gang Reduction, Intervention and Prevention Program

To Whom It May Concern:

The Coalition of Neighborhood Councils (CNC) is pleased to endorse the City of San Diego Police Department in its request for the California Gang Reduction, Intervention and Prevention Program (CalGRIP) grant:

The CNC is committed to the southeastern San Diego community. An increase in public safety is an important aspect of our commitment to this part of San Diego. In order to meet this goal, we operate the Youth Opportunity Employment Program (YOEP) and have been involved with the Office of Juvenile Justice and Delinquency Prevention through project group meetings.

We are looking forward to our further collaboration with San Diego Police Department and our efforts to help eliminate the gang influence and presence in our community.

I hope that you will favor the San Diego Police Department's Request as a deserving candidate for the CalGrip grant.

Thank you for your time and consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Dwayne Crenshaw". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Dwayne Crenshaw
Executive Director



000811

**THE CITY OF SAN DIEGO
MAYOR JERRY SANDERS**

December 20, 2007

Kirby Everhart, Chief,
Crime and Gangs Branch
Governor's Office of Emergency Services
Law Enforcement and Victim Services Division
3650 Schriever Avenue
Mather, CA 95655

Dear Mr. Everhart:

The City of San Diego's Commission on Gang Prevention & Intervention Gang Commission was formed by Mayor Jerry Sanders in 2006 at the request of City Councilmember Anthony Young. It was formed in response to concern over an increase in gang related crime and disorder, expansion of criminal enterprises including human and narcotics trafficking, prostitution, and youth recruitment.

The Commission serves as an official advisory body to the Mayor and City Council on policy issues relating to gang prevention and intervention. The Commission's vision is to develop a more strategic, coordinated, and collaborative effort between the City, law enforcement agencies, social service providers, and the general public, with the objective of significantly curtailing gang involvement, and its negative impact, in the City of San Diego. The board is comprised of business people, social service directors, educators, law enforcement officials and other community leaders.

The Commission is enthusiastic and highly supportive of this opportunity to compete for anti-gang funding from the State at this crucial time in our City's development. We are especially pleased with the multi-faceted approach combining Criminal Intelligence Analysis to identify series, connections and trends, with the preventive components of youth activities and resource coordination.

The Commission will be pleased to serve as the Advisory Council, and will provide all possible support and assistance to the project, if funded. On behalf of the Commission, I respectfully urge your favorable review of the proposal. Thank you for your consideration.

Sincerely,

Harry Cooper II, Pastor
Chair

Commission on Gang Prevention and Intervention



Commission on Gang Prevention and Intervention

1200 Third Avenue, Suite 1300 • San Diego, CA 92101

Tel (619) 236-5936 Fax (619) 533-6515

www.sandiego.gov/aanocommission



BONNIE M. DUMANIS
SAN DIEGO COUNTY DISTRICT ATTORNEY

December 12, 2007

Kirby Everhart
Chief, Crime, and Gangs Branch
Governor's Office of Emergency Services
Law Enforcement and Victim Services Division
3650 Schriever Ave
Mather, CA 95655

Dear Mr. Everhart:

I am pleased to support the San Diego Gang Commission in its request for the California Gang Reduction, Intervention, and Prevention Program (CalGRP) grant.

The City of San Diego's Gang Commission aims to develop a strategic, coordinated and collaborative effort between the City, law enforcement agencies, schools, and social services providers and the general public to impact the lives of the young people in Encanto neighborhoods. The San Diego Police Department is the lead agency of this program.

We are excited about collaborating and coordinating with offices such as the Juvenile Justice Council and the City of San Diego's Commission on developing and implementing prevention, intervention, and suppression processes. San Diego takes great pride in working with inter-faith organizations, community-based organizations, law enforcement and government agencies. The main focus and goal of each of these organizations is to improve public safety. As the District Attorney of San Diego County, I look forward to working together towards the objective of effectively and significantly curtailing gang involvement.

I hope you will favor the City of San Diego's Gang Commission request for the CalGRP grant so they can continue to provide an exceptional service to our community.

Thank you for your consideration.

Sincerely,

A handwritten signature in cursive script, appearing to read "Bonnie M. Dumanis".

BONNIE M. DUMANIS
District Attorney of San Diego County

BMD/sas

000815



County of San Diego

JEAN M. SHEPARD
DIRECTOR

HEALTH AND HUMAN SERVICES AGENCY

RENÉ G. SANTIAGO
DEPUTY DIRECTOR

CENTRAL REGION
1255 IMPERIAL AVENUE, MS W408 SAN DIEGO, CA 92101
(619) 338-2888 FAX (619) 338-2967

December 14, 2007

William M. Lansdowne
Office of the Chief of Police
1401 Broadway Avenue
San Diego, CA 92101-5729

Letter of support for the California Gang Reduction, Intervention and Prevention Program

To Whom It May Concern:

The County of San Diego Health and Human Services Agency—Central Region is pleased to endorse the City of San Diego Police Department in its Request for the California Gang Reduction, Intervention and Prevention Program (CalGRIP) grant.

Our Agency is committed to the safety of the City Heights Community in San Diego. Part of this commitment is to work with partners with common goals to ensure the safety children, families and businesses in the community.

As supporters of the City's anti-gang application, we look forward to continued collaboration with the San Diego Police Department to meet these common goals. We have a history of working together on juvenile diversion, homelessness, and other important matters and we will continue to support efforts that help communities be safe and thriving.

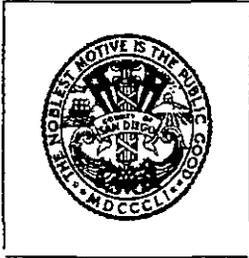
I hope that you will favor the San Diego Police Department's Request as a deserving candidate for the CalGrip grant.

Thank you in advance for your time and consideration.

A handwritten signature in black ink that reads "René G. Santiago".

René G. Santiago
Deputy Director/General Manager
County of San Diego Health & Human Services Agency

000816



**COUNTY OF SAN DIEGO
JUVENILE JUSTICE
COORDINATING COUNCIL**

BOARD OF SUPERVISORS

GREG COX
First District

DIANNE JACOB
Second District

PAM SLATER-Price
Third District

RON ROBERTS
Fourth District

BILL HORN
Fifth District

RECEIVED
2007 DEC 17 AM 10:42
CHIEF OF POLICE

December 5, 2007

Chief William Lansdowne
Chief of Police
San Diego Police Department
1401 Broadway
San Diego CA 92101

Re: CalGRIP Programs for Cities application

Dear Chief Lansdowne,

The San Diego County Juvenile Justice Coordinating Council endorses and supports the City of San Diego's application for the GRIP Program for Cities. The Juvenile Justice Coordinating Council understands the purpose of this application is for funds for gang prevention, intervention, education, job training and skills development, family and community services and suppression activities; we believe that the program outlined in the application will address issues of gang activity and youth violence in San Diego. The proposed program will result in a significant reduction of new membership in gangs through outreach activities targeting at-risk youth and their families and by providing positive intervention programs.

The Juvenile Justice Coordinating Council endorses programs that support our Juvenile Justice Comprehensive Strategy. This proposal brings together diverse disciplines to coordinate and enhance efforts that address juvenile delinquency, and promote positive development of youth.

The Juvenile Justice Coordinating Council encourages the Governor's Office of Emergency Services to consider carefully the application from the City of San Diego and to provide funding for the proposed program. You are welcome to contact me at (858) 514-3103 with any questions or for additional information on our participation in the proposed program.

Sincerely,

MACK JENKINS
CHIEF PROBATION OFFICER
Juvenile Justice Coordinating Council, Chair

000817



San Diego County Sheriff's Department

Post Office Box 939062 • San Diego, California 92193-9062



William B. Kolender, Sheriff

William D. Gore, Undersheriff

December 15, 2007

William M. Lansdowne, Chief
San Diego Police Department
1401 Broadway
San Diego, CA 92101-5729

Dear Chief Lansdowne,

LETTER OF SUPPORT FOR THE CALIFORNIA GANG REDUCTION, INTERVENTION AND PREVENTION PROGRAM

I learned recently that the City of San Diego is applying for a grant under the Governor's California Gang; Reduction, Intervention and Prevention Program, and on behalf of the San Diego County Sheriff's Department, I wish to extend our support for their efforts.

The Sheriff's Department currently enjoys an excellent working relationship with all of the police agencies in the County, including San Diego, and we regularly coordinate and collaborate with area jurisdictions to target the reduction of gang activity among our various cities in our County. Too many innocent people have been killed at the hands of gang members.

As you know, the gang problem is of major concern to law enforcement, and we need to work smarter in the area of prevention and intervention in order to suppress crime-related activity that results from gangs. The grant money would help the City of San Diego strategize and target these areas to maximize law enforcement's efforts.

I hope that that the Governor will strongly consider awarding a grant to the City of San Diego for the gang prevention and intervention program.

Sincerely,

A handwritten signature in cursive script that reads "Bill Kolender".

William B. Kolender, Sheriff



San Diego Unified School District

EUGENE BRUCKER EDUCATION CENTER
4100 Normal Street, San Diego, CA 92103-2682

(619) 490-8678
Fax: 858- 274-6457

Race Human Relations & Advocacy
Office of the Associate Superintendent

000819

December 11, 2007

William Lansdowne
Office of the Chief of Police
1401 Broadway
San Diego, CA. 92101-5729

To Whom It Concern:

I am writing this letter to ask that you please endorse the City of San Diego Police Department in its request for the California Gang Reduction Intervention and Prevention Program.

Race Human Relations & Advocacy is committed to the City of San Diego and SDUSD in an effort to increase public safety at all levels.

Clearly, because our mission statement and focus is to assist the district in academic modification, closing the achievement gap, insuring attendance and reducing suspensions, public safety will also increase because the population that has been targeted in this grant will be helped.

We are committed to collaborating with the Gang Commission to reduce violence in San Diego since oftentimes members of gangs are enrolled in our schools, and there is a correlation between gang membership, the achievement gap, suspensions and truancy.

I hope that you will favor the San Diego Police Department's request as a most deserving candidate for the CalGrip Grant.

Sincerely,


Agin A. Shaheed
Program Manager

AAS:bjb

000821



Urban League

San Diego County

720 Gateway Center Drive
San Diego, CA 92102

P 619.263.3115

F 619.263.3660

December 11, 2007

*Empowering Communities.
Changing Lives.*

William M. Lansdowne
Office of the Chief of Police
1401 Broadway Avenue
San Diego, CA 92101-5729

RE: Letter of support for the California Gang Reduction, Intervention and Prevention Program

To Whom It May Concern:

The Urban League of San Diego County is pleased to endorse the City of San Diego Police Department in its Request for the California Gang Reduction, Intervention and Prevention Program (CalGRIP) grant.

The Urban League is committed to the safety of the City Heights Community in San Diego. Part of this commitment and an area which we hold to be of utmost importance is the safety of the children and the thriving businesses in the community.

As supporters of the City's anti gang application which includes a collaborative approach, we look forward to continued collaboration with the San Diego Police Department to meet these common goals.

I hope that you will favor the San Diego Police Department's Request as a deserving candidate for the CalGrip grant.

Thank you in advance for your time and consideration.

Sincerely

A handwritten signature in cursive script, appearing to read "M. Wilson".

Maurice D. Wilson

Vice President

Urban League of San Diego County

000823



Creating Workforce Solutions™ for the San Diego Region

December 20, 2007

RE: SDPD's CalGRIP Application

Dear Selection Committee,

San Diego Workforce Partnership is happy to support the San Diego Police Department's (SDPD) application for funding under the Office of Emergency Service's Cal GRIP Solicitation for Proposals.

As the Local Workforce Investment Board for both the City and County of San Diego, Workforce Partnership provides employment related services to area businesses and job seekers through a network of contracted countywide One Stop Career Centers and a system of contracted youth programs.

As a partner in SDPD's Cal Grip application, we have committed to providing \$250,000 in match funding (\$125,000 annually) through our Gang Prevention Initiative, a secondary school-based gang prevention program that will provide year round, career exploration and paid work experience, educational supports and youth development at Morse High School, within the target area of southeastern San Diego. Morse and one other high school were selected be a part of our Gang Prevention Initiative as a result of the following factors:

- High percentage of families in poverty;
- Within an identified gang injunction zone;
- High rate of violent crime in the area;
- High rate of high school dropouts.

Further, we have committed an additional \$10,000 (\$5000 annual) match to fund youth development worker training for front-line youth service workers in the target region, including, but not exclusive to, City Parks and Recreation staff.

San Diego Workforce Partnership recognizes the value in the multi-disciplinary approach that the San Diego Police Department has taken to address gang prevention and intervention, and is happy to be a partner in this application.

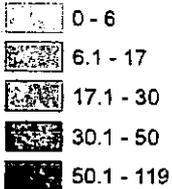
Sincerely,

A handwritten signature in black ink, appearing to read "Mark Cafferty", is written over a horizontal line.

Mark Cafferty
Vice President and Chief Operating Officer

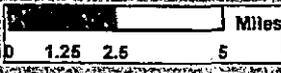
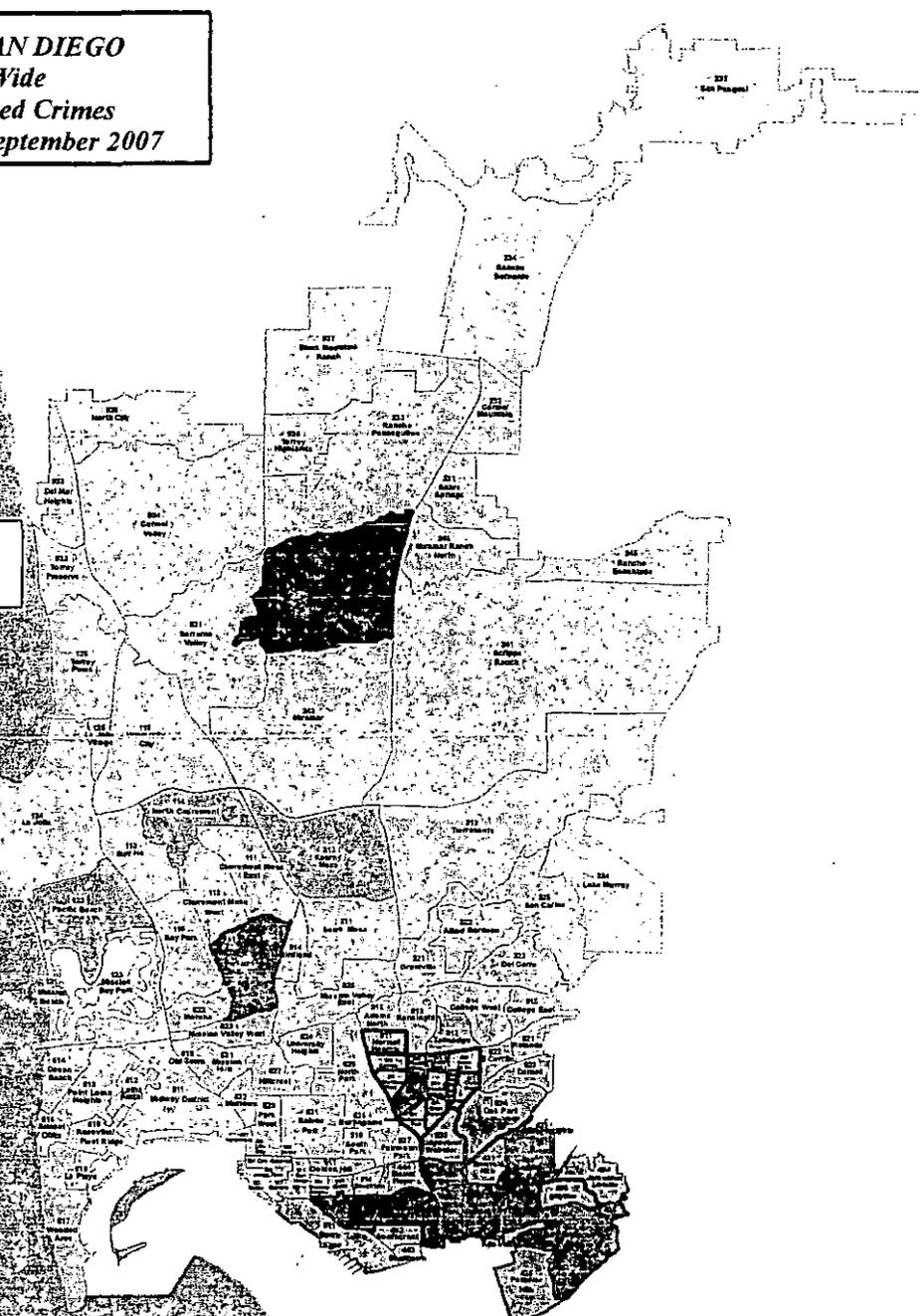
CITY OF SAN DIEGO
City Wide
Gang Related Crimes
April 2003 to September 2007

Legend



Legend

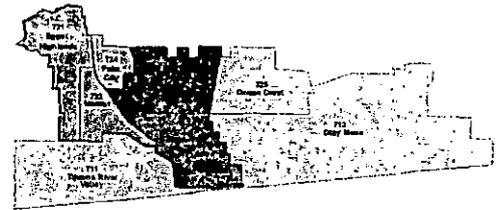
Target Beats



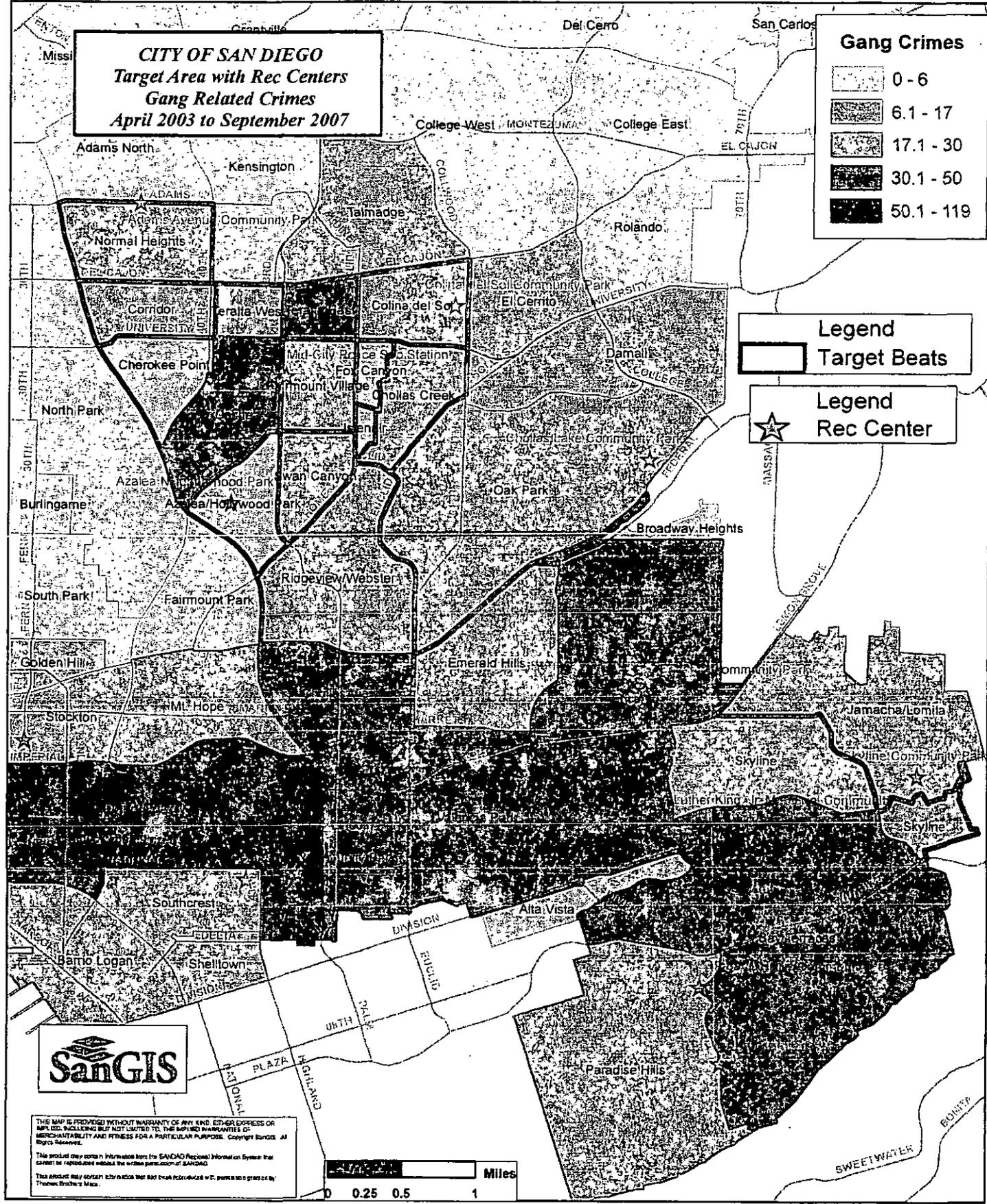
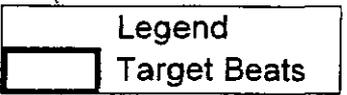
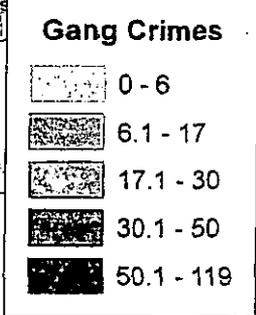
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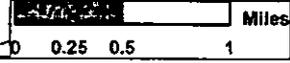
CITY OF SAN DIEGO
Target Area with Rec Centers
Gang Related Crimes
April 2003 to September 2007



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000827

TARGET AREA RECREATION CENTERS AND CURRENT HOURS OF OPERATION

Target Neighborhood	Recreation Center	Address	Hours Open/Wk	Hours	Teen Center
Lincoln Park	Mt. View Recreation Center	641 South Boundary St 92113	48.00	M-Th 11-8 / F 1-7 / Sat 9-3	M-F 3-6
Valencia Park	Willie Henderson Recreation Center	1035 South 45th Street 92113	48.00	M,T,Th 1-8, W 1-10, F 1-7, Sat 9-3, Sun 10-3	no
Shelltown	Southcrest Recreation Center	4149 Newton St 92113	40.00	M,T,Th 2-8, W 1-10, F 2-7, Sat 10-3, Sun 9-12	M-F 3:30-7:30
Logan Heights	Memorial Recreation Center	2902 Marcy Ave 92113	40.00	M 2-8 / T-F 1-8 / Sat 9-3	MWThF 3-7 / Tu 1-5
Encanto	Encanto Recreation Center	6508 Wunderlin Ave 92114	48.00	M-W 12-8 / Th 11-8 / F 12-7 / Sat 9-5	M-F 3:30 - 6:30
Colina del Sol	Colina del Sol Recreation Center	5319 Orange Ave 92115	40.00	M,T,TH 1-8 / W 12-8 / F 1-6 / Sat 10-4	M-F 2:30 - 6
Skyline	Skyline Recreation Center	8285 Skyline Drive 92114	48.00	M&W 11-8, T&Th 11-7:30, F 11-6, Sat 10-4, Sun closed	M-Th 4:30-7 Sat 11-4
San Ysidro	Cesar Chavez Community Center	455 Sycamore Rd 92173	40.00	M 1-9, T-Th 1-8, F 1-6, Sat 9-3, Sun closed	M-F 3-6
San Ysidro	San Ysidro Community Activity Center	179 Diza Road 92173	40.00	M 1-9, T-Th 1-8, F 1-6, Sat 9-3, Sun closed	M,T,Th,F 4-7 Sat 10-1
Linda Vista	Linda Vista Community Park	7064 Levant Street 92114	40.00	M 3:30-8:30, Tu&Th 2-9, W 2-8, F 2-7, Sat 10-4 Sun 12-4	no

PROJECT SERVICE AREA INFORMATION

1. COUNTY OR COUNTIES SERVED: Enter the name(s) of the county or counties served by the project. Put an asterisk where the project's principal office is located. 4 Lines Max

*San Diego County

2. U.S. CONGRESSIONAL DISTRICT(S) : Enter the number(s) of the U.S. Congressional District(s) which the project serves. Put an asterisk for the district where the project's principal office is located. 4 Lines Max

U.S. House of Representatives: 49th District Darrell Issa; 50th District Brian Bilbray; 51st District Bob Filner;
52nd District Duncan Hunter; 53rd District Susan Davis
U.S. Senators: Barbara Boxer; Dianne Feinstein

3. STATE ASSEMBLY DISTRICT(S) : Enter the number(s) of the State Assembly District(s) which the project serves. Put an asterisk for the district where the project's principal office is located. 4 Lines Max

*76th District Lori Saldana
78th District, Shirley Horton
79th District Mary Salas

4. STATE SENATE DISTRICT(S) : Enter the number(s) of the State Senate District(s) that the project serves. Put an asterisk for the district where the project's principal office is located. 4 Lines Max

*39th District Christine Kehoe
40th District Denis Moreno Ducheny

5. POPULATION OF SERVICE AREA : Enter the total population of the area served by the project. 4 Lines Max

City of San Diego Population 1,223,400 (Census 2000); 1,311,162 (2006 Estimate)
Target Neighborhoods Population 1,223,400 (Census 2000)

009831



COUNTY OF SAN DIEGO
Great Government Through the General Management System – Quality, Timeliness, Value
DEPARTMENT OF HUMAN RESOURCES

CLASS SPECIFICATION

CLASSIFIED

CRIMINAL INTELLIGENCE ANALYST

Class No. 002488

■ CLASSIFICATION PURPOSE

To complete, analyze, evaluate, correlate, and disseminate criminal intelligence information provided by local, state, and federal law enforcement agencies relative to general criminal activities and organized criminal groups, and perform related work as required.

■ DISTINGUISHING CHARACTERISTICS

The Criminal Intelligence Analyst is journey-level class characterized by the responsibility for analyzing criminal intelligence information and other crime related data in order to project trends, create linkages, and to recommend strategic plans to other law enforcement agencies.

■ FUNCTIONS

The examples of functions listed in the class specification are representative but not necessarily exhaustive or descriptive of any one position in the class. Management is not precluded from assigning other related functions not listed herein if such duties are a logical assignment for the position.

Essential Functions:

1. Accesses data from a variety of law enforcement and other sources and prepares reports to assist in criminal investigations or to make intelligence assessments.
2. Uses link analysis, event flow analysis, and activity charting to develop inferences about the intentions and vulnerabilities of criminal or terrorist groups and individuals, their methods of operation, extent of criminal influence, and makes recommendations for investigative strategies.
3. Uses crime analysis techniques, statistical analysis, and time series analysis to view, evaluate, and draw conclusions regarding crime patterns.
4. Support and assists investigators directly in the compilation of analysis of confidential information regarding complex criminal investigations and recommends specific investigative directions based on conclusions drawn from analysis.
5. Makes sound decisions regarding which analytical techniques, methodologies, and technologies should be employed to meet the goals of the analytical task.
6. Creates and uses appropriate manual and automated files for performing analytical research functions.
7. Provides oral briefings, court testimony, and other presentations on analytical products and techniques.
8. Maintains national security clearance in order to exchange data with other local, state, and federal agencies.
9. Monitors and responds to requests for information on nationwide intelligence computer networks, interacts with intelligence analysts from federal, state, and local agencies.
10. Provides responsive, high quality service to County employees, representatives of outside agencies and members of the public by providing accurate, complete and up-to-date information, in a courteous, efficient and timely manner.

■ KNOWLEDGE, SKILLS AND ABILITIES

Knowledge of:

- Criminal Intelligence data collection regulations.
- Methods and techniques used in researching, compiling, sorting, evaluating and analyzing statistical, theoretical, and factual criminal and offender information.
- Computer operations including proficiency in Windows, G.I.S. mapping, and other geographical systems.
- Distinction between crime patterns, series, and trends.

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- Familiarity with motives of crimes and types of criminals.
- County customer service objectives and strategies.

Skills and Abilities to:

- Organize facts, numbers, reports, and prioritize work.
- Analyze a variety of criminal information received from various sources and formulate theories regarding criminal trends, patterns, and perpetrators.
- Synthesize/hypothesize a large volume of criminal activity information.
- Collect and evaluate criminal intelligence information to develop criteria to measure the reliability of such information.
- Read and interpret maps and other geographical information systems.
- Work with personal computers and complex databases.
- Prepare graphs, charts, tables, maps and other illustrative material for visual presentation of data and information.
- Research and mine open source data from the Internet.
- Apply logic and sound judgment in assessing and predicting characteristics of criminal groups or operations using data obtained from varied sources.
- Keep data confidential.
- Present information orally in a confident and convincing manner.
- Establish effective working relationships with management, employees, employee representatives and the public representing diverse cultures and backgrounds.
- Treat County employees, representatives of outside agencies and members of the public with courtesy and respect.
- Assess the customer's immediate needs and ensure customer's receipt of needed services through personal service or referral.

■ **EDUCATION/EXPERIENCE**

Education, training, and/or experience that demonstrate possession of the knowledge, skills and abilities listed above. An example of qualifying education/experience is: a Bachelor's degree from an accredited college or university in criminal justice, behavioral science, statistics, quantitative analysis or a closely related field, AND two (2) years of experience performing analysis work within a criminal or military intelligence unit.

Note: Education and experience may substitute for one another on a year-for-year basis. Experience overseeing the analysis and preparation of complex fiscal, budget, or operations projects in a large public agency is highly desirable.

■ **ESSENTIAL PHYSICAL CHARACTERISTICS**

The physical characteristics described here are representative of those that must be met by an employee to successfully perform the essential functions of the classification. Reasonable accommodation may be made to enable an individual with qualified disabilities to perform the essential functions of a job, on a case-by-case basis.

Continuous upward and downward flexion of the neck. Frequent: sitting, repetitive use of hands to operate computers, printers and copiers. Occasional: walking, standing, bending and twisting of neck, bending and twisting of waist, squatting, simple grasping, reaching above and below shoulder level, and lifting and carrying of files weighing up to 10 pounds.

■ **SPECIAL NOTES, LICENSES, OR REQUIREMENTS**

License

A valid California class C driver's license, which must be maintained throughout employment in this class, is required at time of appointment, or the ability to arrange necessary and timely transportation for field travel. Employees in this class may be required to use their own vehicle.

Certification/Registration

Incumbents must be able to obtain and maintain top-secret security clearance from the Federal Bureau of Investigations (FBI).

Working Conditions

Office environment; exposure to computer screens.

Background Investigation

Must have a reputation for honesty and trustworthiness. Felony convictions will be disqualifying. Misdemeanor convictions may be disqualifying depending on type, number, severity, and recency. Prior to appointment, candidates will be subject to a thorough background investigation, which may include a psychological, polygraph or other examination or test.

Must obtain top-secret security clearance from the Federal Bureau of Investigations within their 12-month probation period.

Probationary Period

Incumbents appointed to permanent positions in this class shall serve a probationary period of twelve (12) months (Civil Service Rule 4.2.5).

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SALARY SCHEDULE

[Class Characteristics](#) ▶ [Class Description](#) ▶ [Search by Title](#) ▶ [Search by Number](#)

Enter Next Class No:

Class Number: 002488

Class Title: Criminal Intelligence Analyst

Date Last Chg: 6/22/2007

Step Number	Percentage Between Steps	Hourly	BiWeekly	Annual Rate Top & Bottom
1	0.0	31.48	2518.40	65478.40
2	5.0	33.05	2644.00	68744.00
3	5.0	34.70	2776.00	72176.00
4	5.0	36.44	2915.20	75795.20
5	5.0	38.26	3060.80	79580.80
Enterprise Server Load to Web: 11/13/2007				

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In addition to the basic salary criminal intelligence analysts who are qualified as bilingual receive an addition premium pay of \$0.404 per hour which equates to:

- \$ 32.32 per 80 hour pay period
- \$840.32 per year

This is a San Diego County Civil Service position which requires an applicant to pass the pertinent civil service examination for the classification and be placed on eligible list. The list is normally valid for a one year period but may and routinely is extended for an additional year for a total of 24 months.

When a position in the classification is vacant the San Diego County Department of Human Resources (DHR) will provide the hiring department with a list of eligible applicants. The list will have the number of names equal to the number of vacant positions plus ten. If there are insufficient eligible persons on the master list, the DHR will close the existing list and open the classification to a new qualification process.

The County does not advertise positions per se. Announcements are posted on the County's web site and are available to the public at the DHR offices in the County Administration Building on Harbor Drive. Applications are accepted from all candidates, regardless of location, meeting the requirements of the announcement. Applications may be filed on line. Certain positions are considered promotional in nature and as such are open only to current County employees.



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THE CITY OF SAN DIEGO

City Planning and Community Investment

PREFERENCE POINTS CERTIFICATION
OFFICE OF CRIMINAL JUSTICE PLANNING

DATE: December 18, 2007
TO: GOVERNOR'S OFFICE OF CRIMINAL JUSTICE PLANNING
SUBJECT: PREFERENCE POINTS

(Check only one box)

- (5%) The applicant named below has targeted the San Diego Regional Enterprise Zones for grant related activities.
- (2%) The applicant named below has not specifically targeted a San Diego Enterprise Zone for grant related activities; however, the applicant provides needed services to residents of the San Diego Regional Enterprise Zone.

Applicant Name: San Diego Police Department
Project Name: Gang Prevention, Intervention/Diversion and Suppression.
Address: 1401 Broadway, MS-704A
San Diego, CA. 92101-5710

Enterprise Zone: San Diego Regional Enterprise Zone.

I certify that I have reviewed the proposed project and that it meets the eligibility requirements for preference points as required by California Government Code § 7093.

Ples W. Felix, Jr., Special Incentive Manager
San Diego Regional Enterprise Zone Program
1200 Third Avenue, 14th Floor
San Diego, CA. 92101 PH: (619) 236-6301
pfelix@sandiego.gov Fax: (619) 236-6703