

City of San Bernardino's Violence Intervention Program

CalVIP Grant Program, Cohort 3

Local Evaluation Plan

Grantee: City of San Bernardino

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Project Background:

The City of San Bernardino has a population of 216,000 in a 62 square-mile region and over 45 gangs with 800-1000 gang members. San Bernardino gangs include a strong presence of Los Angeles-based gangs that migrated to the City of San Bernardino in the 1980s creating a dynamic and volatile problem in the city. Gang and gun violence impact 80% of the city and this is worsened by the cycle of retaliatory gang and drug related violence ([Crime Rate – San Bernardino County Community Indicators \(sbcounty.gov\)](#)). Furthermore, the city's homicide rate has averaged almost 45 homicides per year for over four decades. This is 2-4x that of the state and national homicide rates. The city is also impacted by poverty, high unemployment, and housing unaffordability that are significant barriers to people living and working in a safe city.

San Bernardino City is ranked as the second poorest city in the United States in the 2000 census, just behind Detroit. Since 2012, San Bernardino has the lowest median income of any city over 50,000 persons in CA. The percentage of homeless children is double that of CA and the total number of homeless continues to grow with 1056 unsheltered persons, a 38% increase from 2019 to 2021. Children are substantially impacted by this with more than 30,000 San Bernardino County children lacking secure housing in 2019 ([Homelessness & Housing Insecurity – San Bernardino County Community Indicators \(sbcounty.gov\)](#)). Children in San Bernardino suffer from poor access to good schools and those effects are broadly seen. Socioeconomically disadvantaged children in San Bernardino County compared CA at large are more likely to be chronically absent especially for children who are Black (21%), Native American (19.8%), or Pacific Islander (19.5%). Latinos are 13.2% chronically absent in San Bernardino County and Whites 11.5% ([Chronic Absenteeism – San Bernardino County Community Indicators \(sbcounty.gov\)](#)).

A City of San Bernardino Problem and Opportunity Analysis (see supplemental materials) provided a systematic and in-depth analysis of the City's violent gun crime to develop an evidence-based violence reduction strategy. A review of 111 homicides in the City of San Bernardino from January 2015 to June 2017 revealed the following:

- During the study period, 73% of victims and known suspects were between the ages of 18 and 34. The average age was 31.
- While juveniles only accounted for 7% of the crime during the study period, FBI Uniform Crime Report 2017, Table 28, states that Juveniles account for over 60,000 violent crimes annually.
- Blacks make up over 50% of victims and suspects, even though they make up only 15% of all residents. Latinos make up 38% of victims and suspects but make up 60% of all residents (in this age group).
- 80% of all the victims and suspects have been involved in the judicial system.
- Among individuals with prior involvement in the judicial system, the average number of prior arrests was 8.36. These arrests are for a variety of violent, disorder, drug and property offenses.
- 50% of victims and suspects have been convicted of a felony, 79% have been on probation or parole, 38% were on active supervision at the time of the incident, and 65% have been incarcerated.
- The majority of homicides in San Bernardino involve individuals active in networks such as gangs and less formal groups such as sets and crews as victims, suspects, or both (66-81%).

- About 55% these incidents are associated with ongoing personal and gang conflicts, 20% to unknown motives, 10% to domestic violence and 10% to robberies and drug-related crimes.
- These groups tend to be primarily African American or primarily Latino, though some are racially mixed with Latinos and Blacks.
- The total number of active groups is 21 out of 45 gangs, groups, sets, and cliques identified. Of those 21 groups, 7 groups were associated with the greatest amount of homicides (80) from January 2015 to June 2019.
- While the social distribution is concentrated in the heart of the city, the geographic distribution of actively violent groups is widely distributed across the city.

In summary, violence is a longstanding problem in the City of San Bernardino especially amongst young men of color. Those individuals involved in the criminal justice system are at especially high risk as are individuals who participate in or are otherwise associated with gangs due to family or friends.

The City of San Bernardino with community based violence intervention programs (VIP) work with individuals who are involved or high risk of involvement with gangs and gang related violence. The VIPs receive referrals through many different pathways. These are be through community events, other community programs, City of San Bernardino, the court system, hospital, family or friends, or self-referrals. Once a client is engaged with the VIP, the VIP case manager will perform an interview and thorough intake to identify if the client meets the outlined criteria for the VIP. There are two tracks for entering the VIP: Intervention or Prevention. The intervention track is for participants already involved or exposed to violence. The prevention track is designed for youth (ages 10-17) who are identified as high risk for gang joining or violence. These individuals are not gang members but may demonstrate behaviors that increase the likelihood of gang involvement or gang membership.

Intervention Program Eligibility Guidelines: (1 and 2 required, must meet at least one of the following criteria 3, 4, 5 or 6)

1. Individuals and families, men, women, or transgender ages 15-35
2. Resident of the City of San Bernardino or spends a significant amount of time in the city and has an impact on public safety.
3. Extensive criminal justice involvement (ex. numerous arrests, felony convictions involving firearms charges; sentenced to state/federal prison; currently on parole/probation.
4. Member of an active San Bernardino gang, crew, group or set.
5. Victim of a gun related crime—shooting or shot at.
6. Close friend or family member who has been shot within the last year.

Prevention Program Eligibility Guidelines: (1 required and must meet minimum of four of the criteria a-i)

1. Youth must be between ages 10 and 17 years old, live in the city or spend a significant amount of time in the city
2. The youth referred must meet 4 of the following 9 risk factors to be considered an early intervention/secondary prevention:
 - a. Antisocial Tendencies

- b. Weak Parental Supervision
- c. Critical Life Events
- d. Impulsive Risk Taking
- e. Guilt Neutralization
- f. Negative Peer Influence
- g. Peer Delinquency
- h. Family Gang Influence
- i. Self-Reported Delinquency

Outreach workers at the two community violence intervention programs meet with potential VIP clients. An intake interview is completed which includes identifying the above outlined eligibility criteria. Participants once enrolled meet with their outreach worker to identify immediate needs (driver's license, birth certificate, social security card, EBT/Welfare) and comprehensive wrap-around needs. Those comprehensive needs include but are not limited to mental health counseling, physical health support, substance use counseling, housing, employment and job training, basic education and GED completion, AA, BA, or trade training, resume writing, interview skills, long term legal services, tattoo removal, and mentorship. This is not a comprehensive list and remains adjustable depending on client needs and access to support services. For example, some clients may have challenging issues such as direct gang involvement and require immediate relocation and support. Other clients may have difficulty in getting to and from job training opportunities and require assistance with transportation. The VIP outreach workers meet with clients on a regular basis as well as with the outreach worker team to discuss difficult cases and assess how best to support clients.

The VIP agencies involved in this effort are Young Visionaries Youth Leadership Academy and HOPE Culture. Both employ outreach workers that have a focus as violence intervention professionals. These individuals have lived experiences which resemble the challenges that our intervention and prevention groups outlined above face. This knowledge of stressors facing our community at risk for violence allows for trust building between client and outreach worker, thus establishing a correct needs assessment, connection with appropriate services, and trust to convey challenges or changes in needs from the client's end. Each VIP has direct connections to the community and referrals come from many partners and avenues. The goals and objectives for the City of San Bernardino Violence Intervention Program are outlined below.

Goal 1: Reduce group related homicides

Objective 1a: Build strong community based organizational capacity for providing high-quality street outreach and supportive services

Objective 1b: Engage 50% of individuals identified in shooting reviews and service coordination meetings as highest risk in ongoing outreach and supportive services.

Goal 2: Reduce victimization and recidivism for program participants by approximately 15% over the course of the grant.

Objective 2a: Communicate via structured community events, sit-downs, and custom notifications with at least 50 very highest risk individuals per year.

Objective 2b: Engage 50% of these individuals in ongoing outreach and supportive relationships.

Process and Outcome Evaluation Method and Design

A prospective cohort study design is used for the treatment group receiving VIP support. Participation in the VIP is optional. As data collection to the level of detail needed did not exist prior to the grant for the community VIPs our comparison group is the historical data from city and hospital data to identify trends. It was estimated that 50 participants would enroll annually into the VIPs with data collection beginning and ending with the grant funding period.

The number of clients enrolled in the community VIPs is tracked via intake forms by the VIP and entered on an excel sheet with subsequent deidentification of data prior to analysis. Participant demographics including age, gender, race/ethnicity remain included. Date of entry into the program, date of completion, and whether they finished the program successfully or not are included. Success is defined as completion of services and resources provided to the best of the organization's capability. For example, if an individual has anger management issues, receives a referral to an anger management course, and completes that course then this is defined as successful with needs completed. However, if an individual is an active gang member, is offered mentoring, but does not come to appointments then this is defined as unsuccessful due to loss of contact. Other reasons for being unsuccessful in the program include incarceration or death. The VIPs track needs identified, resources provided and needs completed. If a service is offered such as housing resources and the client engages but is still unsuccessful in securing stable housing then the service is offered and completed but the need is not addressed. Data was provided with quarterly reporting. Quarterly reporting for CalVIP was performed from the City of San Bernardino database.

City of San Bernardino Data Collection:

The variables entered in the City of San Bernardino database for services provided include: conflict resolution/anger management/violence avoidance/social emotional learning training, cognitive behavioral therapy, culturally responsive/culturally competent services, de-escalation/violence interruption/intervention services, diversion, education (K-12/GED), education (post-secondary), mental health/behavioral, physical health, housing, individual development planning/life/education/career planning, life skills/health choices/family management, mentoring, motivational interviewing, pro-social/leadership skills, supportive services, tattoo removal, trauma-informed/restorative justice practices, vocational skills training/apprenticeships, work/career readiness training, substance abuse treatment.

The variables entered in the City of San Bernardino database for outcomes include: improved school attendance, increased feeling of basic needs being met, increased life skills, life skills/knowledge, reduced arrest/charges/convictions/recidivism, reduced substance abuse, reduced victimization, reduced violent activity/gang involvement, secured employment, secured housing, skill/knowledge with improved justice system awareness, work/career readiness/secured employment.

Supplemental Data Collection:

In order to better understand participant needs and why needs are unmet the Supplemental Data Collection Database was developed. Variables collected in the Supplemental Database include: age, gender, race/ethnicity, risk level for gang participation and violent injury, level of contact with law enforcement, level of education upon entering VIP, employment upon entering VIP, housing status upon entering VIP, exited program successfully or unsuccessfully, amount of time in the program, needs or services provided and whether services completed with needs successfully addressed or not. Needs were categorized as: anger & violence issues, participation in violence or gangs, inadequate physical health, inadequate mental health, substance or alcohol dependence, housing insecurity, food insecurity, lack of educational opportunities, lack of employment, life skills (i.e. mentoring, financial literacy), legal issues (i.e. court accompaniment), victim services (i.e. VOCA application), and other (i.e. assistance with obtaining driver's license, birth certificate, social security card, EBT card).

The databases were analyzed using descriptive statistics.

Loma Linda Medical Center Surveys:

Surveys were also provided to clients at each of the VIPs (see supplemental material). Client surveys were filled out by participants on a voluntary basis and survey sheets submitted to the Loma Linda Evaluation Team. The primary aim of this quantitative evaluation was to determine if participants in the community-based violence prevention program perceived benefit from participation in the programs. Demographic data from this portion is not available since identifying information was not collected to obtain the most accurate answers without fear of retaliation if their perception was not positive.

Individuals are selected by convenience for interviews when the research team was available. Individuals also self-selected since they could opt out of participating in the study questionnaire contributing to the low response rates. The sample size was determined once we obtained informational redundancy. Qualitative coding was utilized with focus code. Each reply was reviewed by two researchers to highlight specific thought processes and experiences. These were placed into themes, sub-themes which examples of individual quotes.

VIP outreach workers were also interviewed to gain an overall perspective of the work they do and the benefit they perceive for their clients (see supplemental material).

Monthly meeting with the City of San Bernardino, the community VIPs, and Loma Linda occurred with discussion of ongoing or closed out clients, any assistance or clarifications needed, and review of the data. This ensured similar approaches of outreach workers and similar data collection methods.

Evaluation Results:

Data collection occurred from October 2020 with the last new clients enrolled in December of 2022. Completion of data collection ran through June 2023.

There were 307 participants that enrolled in the community violence intervention programs (VIP) whose detailed participation data was collected. Individual categories did have missing data and in calculating percentages only participants with data entered are included. Missing variables are a combination of clients not wanting to provide detailed information and outreach workers learning the data collection system with timely entry. 279 (90.9%) participants exited the program with 29 (9.4%) participants still receiving ongoing support. 141 participants (50.5%) had data detailing the reason for exiting the program. This included 102 (72.3%) successful completion with needs addressed to the best of the community VIPs ability, 28 (19.9%) of participants who were unsuccessful due to losing contact with the VIP, 8 (5.7%) of participants who were unsuccessful due to incarceration, and 3 (2.1%) of participants who were unsuccessful due to death (cause of death unknown). The average time in the program was 5.38 months with a standard deviation 0.29 months (minimum 1 month and maximum 16 months) with some participants still receiving ongoing support by the VIPs.

Males composed 71% (n=212), females 29% (n=87) and 0.3% transgender (n=1). The mean age was 28.9 with standard deviation 11.2. Race/ethnicity data was also collected but there was variation in the level of detail provided by agency including if individuals were 2 or more races/ethnicities. In addition, in the final data provided the Hispanic label includes individuals identifying as Mexican, Chicano, Latino, Hispanic, and Mexican American. Individuals labeled in the final analysis as Black includes individuals identifying as African American, Black, and Cuban Black. 230 participants had data entered for race/ethnicity and is as follows: White 2.17% (n=5), Hispanic 67.4% (n=155), Black 27.8% (n=64), Pacific Islander 0.87% (n=2), mixed Native American and Black 0.43% (n=1), mixed White and Black 0.43% (n=1), Hispanic and Black 0.43% (n=1), and Hispanic and Middle Eastern 0.43% (n=1).

Most participants were in the high risk/intervention category with either direct gang participation and/or past involvement with the criminal justice system (59.1% n=136). 46.3% (n=113) had some form of current or previous contact with law enforcement and 34.0% (n=83) were post-adjudication with ongoing community supervision at the time of enrollment in the violence intervention program. Direct gang involvement was identified in 80 participants (34%). Indirect gang involvement including family or friends who were gang affiliated included 158 participants (67.2%).

Housing data was available for 206 participants with 22.8% (n=47) living independently, 51% (n=105) living with close or distant relatives, 25.2% (n=52) with unstable housing, and 1% (n=2) living in a facility (either incarcerated or in a mental health facility). Education levels varied across participants with 22% (n=38) still in junior or high school, 24.8% (n=43) having graduated high school, 43.4% (n=75) who did not graduate high school and have no GED, 8.1% (n=14) did not graduate high school but who completed their GED, and 1.7% (n=3) who are in or completed college. Of the 208 participants with complete data for employment, 56.2% (n=117) were unemployed and looking for employment, 24.5% (n=51) were unemployed and not looking for employment, 5.8% (n=12) were employed and still looking for other employment, and 13.5% (n=28) were employed and not looking for employment. The reasons for employment and not looking for employment were not always stated but included still being in school, childcare needs, and previous injuries.

City of San Bernardino Data Collection:

The specific services provided by the VIPs and measured outcomes as submitted to the Cal-VIP quarterly reports is outlined in Table 1. Case management services were provided to 235 participants (76.5%). 182 participants (59.2%) of VIP participants felt an increased feeling of basic needs being met. 67 out of 83 participants (80.7%) needing de-escalation and violence interruption services experienced a reduction in victimization. 23 of the 83 (27.7%) had a reduction in arrests or recidivism. 63 individuals received educational support with 37 of them having an improvement in school attendance (58.7%). 43 of the 64 (67.2%) needing housing had that service provided and 63 individuals secured employment of the 57 receiving vocational training and 288 receiving career readiness training (18.2% of the total receiving employment support). 166 individuals experienced increased life skills out of the 207 who received life skills training (80.2%). Although only 12 individuals were recorded as needed specific substance abuse treatment, 31 individuals had a reduction in substance abuse likely secondary to the overarching support that the outreach workers from the VIPs provide. Outlines of specific curriculums are provided in the supplemental attachments (NCTI courses, REBOOT).

Supplemental Data Collection:

The needs identified by participants and supported are outlined in Table 2. Specific paperwork support provided included assistance in obtaining a driver's license or ID card (n=42, 13.7%), birth certificate (n=9, 2.9%), Social Security Card (n=18, 5.9%), and EBT card (n=10, 3.2%). The "other" category includes those paperwork support needs. Services offered did not achieve 100% in all categories and the reasons were not documented. It may be that although a need was identified the participant did not appear interested and thus no service was offered. Alternatively, the outreach worker/violence intervention professional may have a lack of knowledge of how to address the need or where to refer the client for assistance. Even if support was offered the clients did not always complete the referral or support provided. The underlying reasons are not always outlined but related to the need for ongoing motivational interviewing, stigma around mental health support, need to engage family and friends to promote change. Some needs including participation in violence or gangs, housing and employment had very low rates of that need being addressed (50.5%, 66.2% and 69.5% respectively). In discussion with the violence intervention professionals from the community VIPs this relates to the low amount of affordable housing available in the county and lack of employment opportunities available. Ongoing barriers to employment exist including difficulty in being hired after incarceration and the need for skills training early on (i.e. high school or vocational training) that would prepare individuals for the workforce. The lack of a supportive network with necessities such as housing and employment being addressed may perpetuate the ongoing participation in violence or gangs but the data provided in this evaluation is not sufficient to address the reasons for ongoing violence or gang participation.

Trauma activations age 15 and up at Loma Linda Medical Center throughout the study period (Oct 2020 through June 2023) were reviewed. A total of 516 gun related injuries and 145 penetrating injuries that were not gun related were recorded. The penetrating injury rate (gunshot wounds and stabbings) remained surprisingly consistent with 12% in 2021 and 12% in 2022. From the start to end of the study period the rate of gun related injuries decreased by 57% with Oct-Dec 2020 with 67 gun related injuries

and April-June 2023 with 29 gun related injuries. A total of 16 patients (10%) presenting with a violent injury experienced recidivism (trauma for any reason) and only 6 of these patients (0.9%) experienced a second violent injury (penetrating injury or blunt assault).

VIP Participant Survey Data

43 participants filled out the survey with missing data in some of the categories. 30 of the participants stated they had specific needs that the VIP assisted with in addition to general support and mentoring. 25 of the participants stated they had previous violence related injuries. Four major themes were identified, informed by the prespecified theoretical frameworks (Table 3). Themes centered around pride, mentorship and guidance, trustworthiness and dedication, and compassion and respect. Negative comments came from three participants. Two individuals commented on the lack of workers. The third comment pertained to the lack of engagement of law enforcement (“If someone gets shot, they come and look at the body and just come pick it up”).

A questionnaire was also provided with 43 participant responses with missing data in some categories as outlined in Table 4. The questions were measured on a Likert Scale of 1 (definitely no) to 5 (definitely yes) to obtain subjective feedback for areas that a participant’s life improved. Responses were overall positive for improvement in participant wellbeing.

VIP Outreach Worker Survey Data

Outreach workers from HOPE culture and Young Visionaries (n=9) were interviewed and 3 employees from San Bernardino School District that work with high-risk youth. 100% of respondents stated their work provided benefit to others but that a lack of available co-workers and community resources made their work more difficult. Mentorship is a significant part of the support provided. Specific quotes from workers highlight this positivity and support. The quotes also show the difficulties in changing a life of certain behaviors and norms.

“I think what the program does teach is life skills. It shows them that there is a better way to life, shows them that they can work and have a successful life. It shows them that hard work does pay off, that they can go to school, that they can have their own house one day, that they can achieve all the things they want. They can live a better life. They can live successfully without anyone telling them what to do, and how you have to live. We teach them that you don’t have to live in fear anymore.”

“Coming from this culture, you normalize the negative, toxicity, and dysfunction.”

“It teaches them... We’re not enabling them but we do teach them that there are people that care. We teach them respect, how to respect others. That’s the main thing too, that it’s all about respect. When you transition from a gang and trying to do better, you’re looking over at your homie and hope that they don’t think you’re disrespecting them. But when you care about what’s ahead of you, you don’t care and leave your homies behind you.”

Goals and Objectives:

Goal 1: Reduce group related homicides

Detailed crime rates for the City of San Bernardino are shown in Figure 3 and 4. Only Jan through June crime data is available for 2023. In order to compare the years accurately Jan through June crime rates for 2019, 2020, 2021, 2022, and 2023 were compared as outlined in Figure 3. From 2019 to 2023 (1st 6 months) overall crime decreased by 19%, violent crimes decreased by 12% and property crimes fell by 21% (Figure 1). From 2019 to 2022 overall crime fell by 23%, violent crimes fell by 7.7% and property crimes fell by 28% (Figure 2).

Data from the City of San Bernardino also shows that the city's three-year average in gang related homicides is down 23% and gang related non-fatal shootings is down 44%. Overall gang crime is down 45% year to date compared to 2021.

Objective 1a: Build strong community based organizational capacity for providing high-quality street outreach and supportive services

Young Visionaries and HOPE Culture worked with multiple other organizations to build the violence intervention resources and services available to the community of San Bernardino. This is in collaboration with the City of San Bernardino Police Department, San Bernardino City School District Youth Court, CA Department of Corrections and Rehabilitation (PACT of San Bernardino), Loma Linda Medical Center, San Bernardino County Probation, violence intervention program alumni and interested community members or organizations. Clergy throughout San Bernardino including Inland Congregations United for Change and Operation New Hope worked to provide significant support and engagement to the community of San Bernardino. Organizations performed some activities amongst their own organizations but also collaborated with engagement during monthly meetings and larger events.

This violence intervention program continues to utilize technical assistance tools provided by the California Partnership for Safe Communities. The Urban Peace Institute provided a 40-hour street outreach program and project teams are utilizing the techniques and skills learned. Loma Linda Medical Center provided Stop the Bleed and Narcan training in addition to Human Trafficking education with Open Doors.

Objective 1b: Engage 50% of individuals identified in shooting reviews and service coordination meetings as highest risk in ongoing outreach and supportive services.

Weekly shoot reviews identified homicides secondary to firearms in partnership with the City of San Bernardino Police and Sheriffs. Outreach workers identified involved persons and assigned themselves to provide support with enrollment in the VIP for those clients that consent to participation. Weekly service coordination meeting occurred to discuss progress of new or ongoing cases including requests for support and discussion of challenging clients.

Goal 2: Reduce victimization and recidivism for program participants by approximately 15% over the course of the grant.

279 (90.9%) participants exited the program with 29 (9.4%) participants still receiving ongoing support. 141 participants had data detailing the reason for exiting the program. This included 102 (72.3%)

successful completion with needs addressed to the best of the VIPs ability, 28 (19.9%) of participants who were unsuccessful due to losing contact with the VIP, 8 (5.7%) of participants who were unsuccessful due to incarceration, and 3 (2.1%) of participants who were unsuccessful due to death (of unknown reason).

54% of VIP participants remain arrest free and have not become a victim of gun violence (reduced victimization, reduced violent activity, reduced gang involvement, reduced arrest/charges/convictions/recidivism) as documented by VIP outreach workers. The Supplemental database identifies a similar benefit with 75% (n=27 out of 36 responses) stating they feel safer in the neighborhood (Table 4). 82% (n=33 out of 40 responses) state having reduced exposure to violence and 82% (n=33 out of 40 response) have less gang involvement after participation in the violence intervention program.

Objective 2a: Communicate via structured community events, sit-downs, and custom notifications with at least 50 very highest risk individuals per year.

The project has provided services and resources to 307 individuals as part of the VIP since the start of CalVIP3 funding. Many more high risk individuals have been engaged outside of enrollment in the VIP through community events. Over 200 service coordination meetings occurred with VIPs and outreach workers. This is in addition to scheduled weekly shoot reviews. Home visits were above 300 to reach high risk individuals in their dwellings. An average of monthly or more community events occurred in hotspot areas for direct outreach. This included Toy Drives during Christmas, Thanksgiving Turkey giveaways, and San Bernardino Parks after Dark Dino Night events among many other VIP events hosted for and in the community of San Bernardino.

Objective 2b: Engage 50% of these individuals in ongoing outreach and supportive relationships.

Most participants were in the high risk/intervention category with either direct gang participation and/or past involvement with the criminal justice system (59.1% n=136). 46.3% (n=113) had some form of current or previous contact with law enforcement and 34.0% (n=83) were post-adjudication with ongoing community supervision at the time of enrollment in the violence intervention program. Direct gang involvement was identified in 80 participants (34%). The average time in the program was 5.38 months with a standard deviation 0.29 months (minimum 1 month and maximum 16 months). Change is a long-term commitment with ongoing need for community support. Ongoing community engagement events in the City of San Bernardino came to over 20 events over the course of the grant. Based on sign-up lists the VIPs reach over 5,000 residents in these proactive community engagement activities. This is in addition to the 307 enrolled VIP participants.

Discussion of Results

The City of San Bernardino Violence Intervention Program demonstrated success in reaching their goals and objectives. Substantial engagement and support were provided to 307 participants. This is via individualized case management and trauma informed care approach by the outreach workers.

The VIP programs serve a high-risk population including 34% of participants with direct gang involvement, 67.2% with family or close friend gang affiliation. In addition, 46.3% of participants had current or previous contact with law enforcement. 56% of participants were unemployed and looking for work while 24.5% were unemployed and not looking for employment. Reasons for not looking for employment were not always outlined but for those with a reason stated it included still being in school, childcare needs and previous injuries. A significant percentage did not graduate high school with 43.4% of individuals with no GED and only 8.1% who had not graduated high school and went on to earn a GED.

Needs and services provided by the VIP program and VIP clients demonstrate great success. This includes 88% of anger management issues being addressed, 79.2% with completion of substance or alcohol abuse programs, 85.9% completing additional educational opportunities, 91.6% receiving education on life skills, 97% receiving legal support and 90% completion for victim services assistance. Of those requiring employment only 69.5% had this need successfully addressed and only 66.2% experiencing housing insecurity had the need addressed. In addition, participation in violence or gangs (direct and indirect with family or friend affiliation) was only able to be addressed in 50.5%. Mental health support was offered in all identified circumstances but only 77.6% of clients followed through on services.

City wide we demonstrate significant improvements with a decrease in overall crime by 19% and violent crimes fell by 7.7% when comparing Jan-June 2019 to 2023 data. The gang related homicide rate has decreased by 23% over the last three years. This is a testament to the City of San Bernardino, Law Enforcement and the Community Violence Intervention Programs working together with and for the community.

Each organization and individual outreach worker perform their job with a unique approach to engage participants and motivate change. Outreach workers participated in the violence intervention professional training provided by the Urban Peace Institute to help ensure the needed skills are learned and utilized. In addition, the case managers at the community organizations and weekly meetings between organizations ensured data integrity. Despite this support and coordination there were challenges with complete data collection and verification. A few factors contribute to this challenge. The data collection for the Cal-VIP quarterly progress reports had some discrepancies due to staff turnover and retraining of staff for data entry. In addition, outreach workers are focused on the care of participants and may not prioritize data collection when the programs are understaffed and clients have immediate needs. This required significant engagement of the lead case managers and reorganizing of the work day to ensure paperwork completion. Staff retention, ongoing education, and an increase in complement of outreach workers will address the data collection difficulties.

In addition, to identify where the mismatch is in regards to needs assessments and successful completion of the program, additional variables were collected in the supplemental database. Response completion varied with fewer complete data sets available towards the beginning of the study period

likely due to a learning curve for data entry and time management. The categories with the lowest need completion were: participation in violence or gangs (50.5%), lack of employment (69.5%) and housing insecurity (66.2%). The highest categories for needs completion were: anger and violence issues (88.6%), food insecurity (100%), life skills (91.6%), victim services (90%), and other (96%). Those categories with high needs completion are things that outreach workers can directly address with mentorship, motivational interviewing to support change, guidance and support with filling out applications, anger management classes and referrals to food banks. The categories with the lowest needs completion are more complex issues that require City and County support with housing and employment. Gang participation and gang-related violence are also complex issues that arise out of unmet needs elsewhere. Despite low completion in the category of violence or gangs it is still just above 50% which highlights the strong work that the VIPs perform despite significant barriers such as understaffing and low availability of basic needs (employment and housing).

The data highlights the important work of community VIPs. This occurred in collaboration with the City of San Bernardino and law enforcement. The VIP participant survey data highlighted the subjective benefits from the programs and also outline the need for additional outreach workers and trained violence intervention professionals. This feeling of being heard, seen and supported runs throughout all of the participant survey responses. The outreach workers provide hope for better and acknowledge the struggles of the community. The support provided may be incomplete due to limited resources in the community and yet the outreach workers continue to motivate and engage with the community. The collaboration with law enforcement is a highlight of this program also. The work and engagement that law enforcement has provided including in setting up weekly shoot reviews and referring participants to the VIP is part of why we see these significant reductions in violence. Ongoing engagement must continue so that the community members may view law enforcement with trust. As one of the participant surveys indicated there is still the perception that law enforcement does not care or engage enough to solve crimes. We acknowledge the difficulties in building trust and through ongoing participation of law enforcement with the community VIPs hope that trust can continue to build.

There are a few recommendations that come from this report to continue and grow the violence prevention work in the City of San Bernardino.

1. Build up the collaborations between community-based violence intervention programs, the City of San Bernardino and law enforcement
 - a. Develop of list of organizations providing violence intervention services that may be available on the City of San Bernardino website for coordination of care and referrals
 - b. Grow forum for communication and collaboration between the City of San Bernardino, VIPs, and law enforcement
 - i. Visibility and engagement at community events
 - ii. Sharing of data to reach out and engage high risk individuals
2. Improve existing success of VIPs in reducing violence and gang participation
 - a. Make available dedicated and ongoing funding for VIPs
 - b. Build out VIP capacity to increase services and resources provided
 - c. Provide standardized training for violence intervention professionals
 - d. Standardize data collection with ongoing participation by City of San Bernardino and law enforcement

3. Build City wide opportunities
 - a. Increase employment opportunities
 - b. Improve school attendance and educational opportunities with vocational training programs and after school activities.
 - c. Increase number of affordable housing units

This trauma informed care provided by VIPs and their outreach workers will continue to help reduce violence, improve wellbeing, and provide hope to community members for a happier and healthier future.

Table 1: Detailed List of Services and Outcomes (City of San Bernardino Database)

Services	Total	Outcomes	Total
Conflict Resolution/Anger Management/Violence Avoidance/Social Emotional Learning Training	121	Increased Feeling of Basic Needs Being Met	182
De-escalation/Violence Interruption/Intervention Services	83	Reduced Victimization	67
		Reduced Violent Activity/Gang Involvement	76
Diversion	1	Reduced Arrest/Charges/Convictions/Recidivism	23
Education: k-12/GED	43	Improved School Attendance	37
Education: Postsecondary	20		
Housing	64	Secured Housing	43
Individual Development Planning/Life, Education, or Career Planning	288	Secured Employment	63
Vocational Skills Training/Apprenticeships	57		
Work/Career Readiness Training	175	Work/Career Readiness/Secured Employment	68
Life Skills/Healthy Choices/Family Management	207	Increased Life Skills	52
		Life Skills/Knowledge	114
Trauma-Informed/Restorative Justice Practices	88	Skills/Knowledge 1: Improved Justice System Awareness	21
Substance Abuse Treatment	12	Reduced Substance Abuse	31
Cognitive Behavioral Therapy	18		
Culturally Responsive/Culturally Competent Services	220		
Mentoring	242		
Motivational Interviewing	212		
Pro-social/Leadership Skills	37		
Supportive Services	207		
Tattoo Removal	2		
Health: Mental Health/Behavioral	20		
Health: Physical Health	21		

Table 2: Needs and Service Provided and Completed by the Violence Intervention Programs and Clients (Supplemental Database)

		Need n (%)	Services Offered n (%)	Services Completed by Client n (%)	Need Addressed? n (%)
Anger & Violence Issues	yes	44 (14.3)	44 (100)	39 (88.6)	39 (88.6)
	no	263 (85.7)			
Participation in Violence or Gangs	yes	103 (33.6)	103 (100)	54 (52.4)	52 (50.5)
	no	204 (66.4)			
Inadequate physical health	ye	26 (8.5)	26 (100)	26 (100)	25 (96.2)
	no	281 (91.5)			
Inadequate Mental Health	yes	68 (22.1)	68 (100)	52 (77.6)	52 (77.6)
	no	239 (77.8)			
Substance or Alcohol Dependence	yes	24 (7.8)	24 (100)	19 (79.2)	19 (79.2)
	no	283 (92.2)			
Housing Insecurity	yes	74 (24.1)	74 (100)	62 (83.8)	49 (66.2)
	no	233 (75.9)			
Food Insecurity	yes	9 (2.9)	9 (100)	9 (100)	9 (100)
	no	298 (97.1)			
Lack of Educational Opportunities	yes	66 (22.5)	64 (96.1)	56 (87.5)	55 (85.9)
	no	241 (78.5)			
Lack of Employment	yes	176 (57.3)	174 (98.9)	144 (83.8)	121 (69.5)
	no	131 (42.7)			
Life Skills	yes	286 (93.2)	286 (100)	263 (92)	262 (91.6)
	no	21 (6.8)			
Legal Issues	yes	38 (12.4)	37 (97.4)	36 (97.3)	36 (97.3)
	no	269 (87.6)			
Victim Services	yes	30 (9.8)	30 (100)	27 (90)	27 (90)
	no	277 (90.2)			
Other	yes	50 (16.3)	50 (100)	50 (100)	48 (96)
	no	257 (83.7)			

<100% completion rate is highlighted

Table 3: Survey Study Themes, Sub-Themes and Example Quotes from VIP Participants

THEME	SUB-THEME	Example of Quote (# of participants)
Pride		<ul style="list-style-type: none"> • I love everything about VIP • Proud to be a part of VIP • They have a heart for the City of San Bernardino • I like everything and the people
Mentorship	Resource Support Guidance Inspiration	<ul style="list-style-type: none"> • Plenty of resources • Program is helpful • They have helped me so much with my court cases and just being a better person • The best thing about VIP is that they're constantly on you about your well-being if you need any assistance • What VIP did for me is help me get back on track • They provide guidance and new opportunities • Gives good advice • Tries to help me get back in school but I hate school but I know I have to go • The program inspired me to want to help other people like me
Commitment	Dedication Trustworthy	<ul style="list-style-type: none"> • They stand by there when come to court • They keep their word with me • The VIP is very involved and attentive, • They are concerned and trying to help me with my schooling • No one is turned away and they have compassion to help everyone in a bad situation • They don't judge me but they keep it 100% • Quick to respond when in need of resources • Very genuine • They stick with me • I like that they checked up on me • I like that you come help and check on me • I like that there is a team of people in VIP, to be there for people like me and many others in the greater Inland Empire

Acceptance	Compassionate Respectful Relatable	<ul style="list-style-type: none">• Kind and understanding• Provide guidance and new opportunities• I have been on gatherings, giveaways and other community projects with VIP• No one is turned away and they have compassion to help everyone in a bad situation• She showed them at court that he has support from the VIP• I like VIP because they are respectful and they like helping all of us kids• Very helpful• They really care• They helped me through my depression• Them being here I feel like my life and my family is better• VIPs are cool and understand what I go through they know what's up
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Table 4: VIP Participant Survey Likert Scale of VIP Interventions and Support (N=43)

Questions (n=number of respondents)	Definitely No		Neutral		Definitely Yes
	1	2	3	4	5
Feel safer in the neighborhood (n=36)	2	3	4	1	26
Have reduced exposure to violence (n=40)	2	0	5	5	28
Feel an improved self-esteem (n=40)	0	0	5	5	30
Have decreased anxiety (n=37)	3	2	4	7	21
Feel at reduced risk for retaliation (n=38)	0	1	4	3	30
Have better management of your aggression (n=40)	1	4	6	4	25
Have better coping strategies (n=40)	0	2	4	7	27
Feel a better sense of emotional regulation and control (n=40)	1	2	2	13	22
Have a relationship with a positive adult role model (n=40)	0	0	2	1	37
Have a change in perceived efficacy of aggression (n=38)	1	5	5	6	21
Have means of conflict avoidance (n=40)	1	4	4	8	23
Have an improved future orientation (n=40)	0	0	7	8	25
Have increase life satisfaction (n=39)	0	4	6	3	26
Have less gang involvement (n=40)	0	0	7	7	26
Have less involvement with violent negative peers (n=40)	0	0	7	7	26
Have reduced alcohol and substance use (n=40)	1	0	3	7	29
Feel an improved sense of family belonging (n=40)	1	1	1	6	31
Have fewer arrest/convictions (n=40)	2	0	1	2	35
Have improved peer relationships (n=38)	0	0	4	6	28
Have enhanced beliefs regarding the importance of education and job training (n=40)	0	0	3	8	29
Have improved employment opportunities (n=40)	0	5	2	4	29
Have improved financial stability (n=40)	1	7	4	1	27
Feel an increase sense of happiness (n=40)	1	3	0	9	27
Feel a decrease in anger (n=40)	3	0	10	3	24
Have improved social skills (n=40)	0	0	6	4	30

Figure 1: Crime Rates for the City of San Bernardino January-June 2019-2023

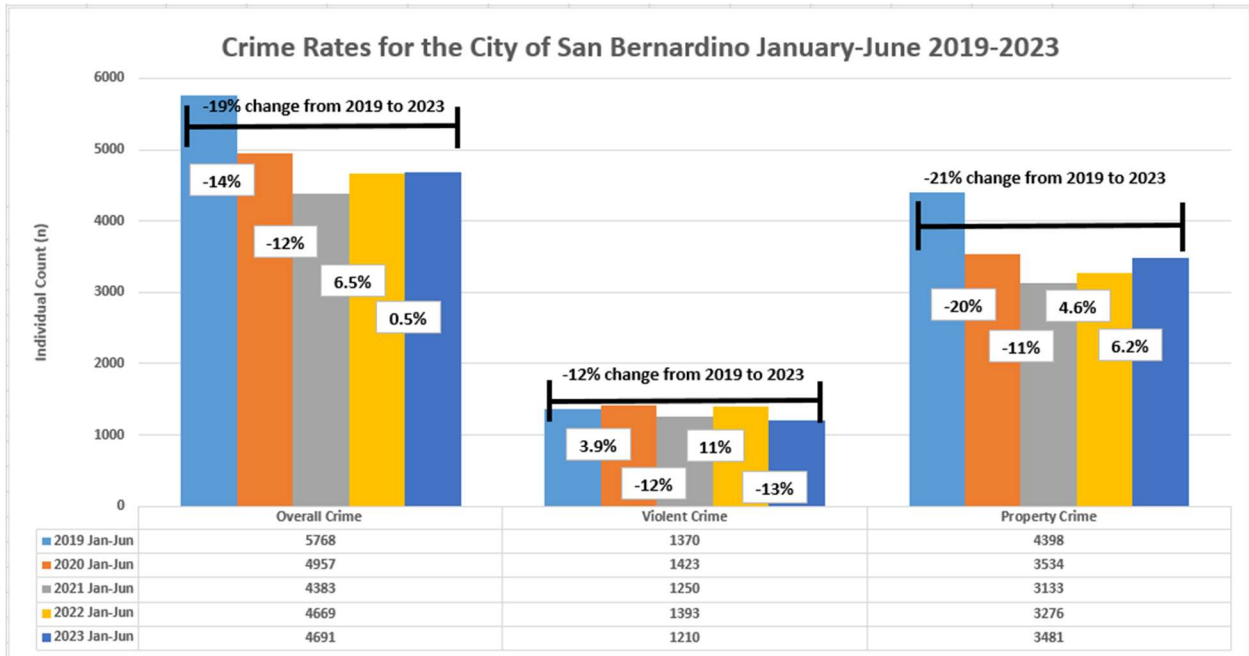
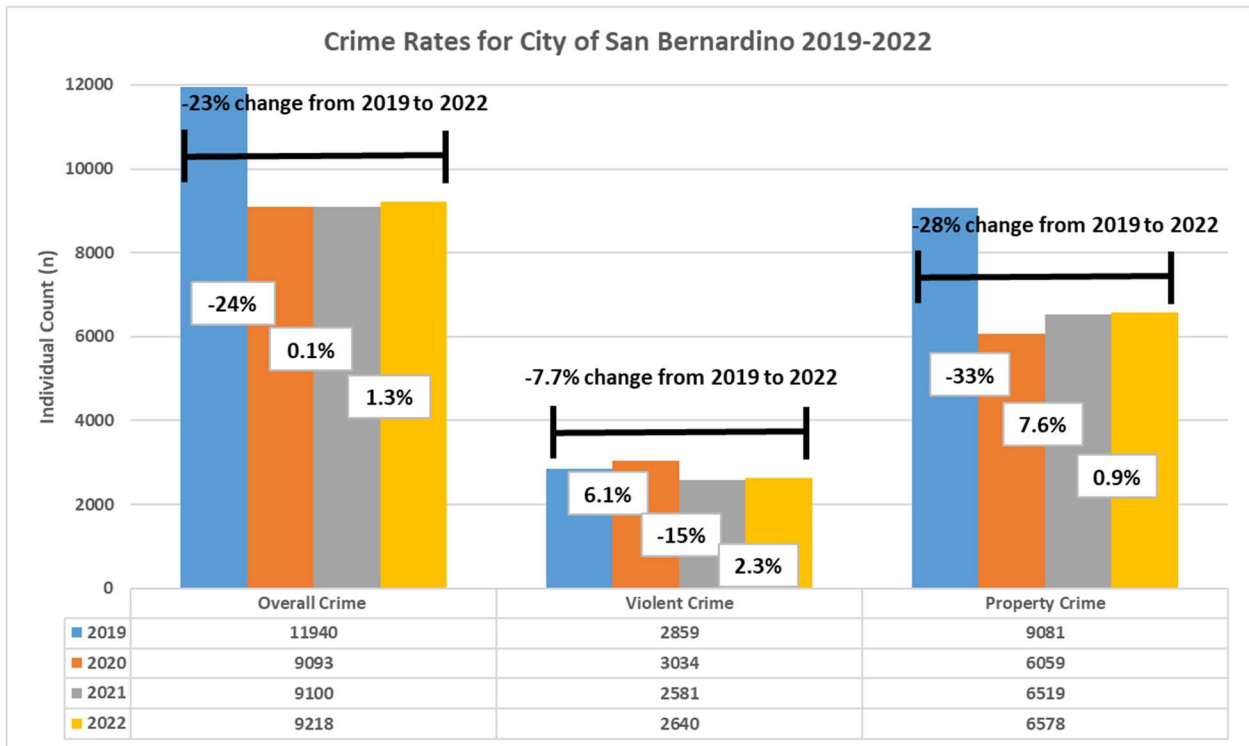


Figure 2: Crime Rates for City of San Bernardino 2019-2022



A Current Logic Model

Program: San Bernardino Violence Intervention Program

Goal 1: Reduce Group Related homicide

Goal 2: Reduce victimization and recidivism for program participants by approximately 15% over the course of the grant

Inputs	Outputs			Outcomes – Impact		
	Goal 1 Activities	Goal 2 Activities	Participants	Short Term	Long Term	Evaluation
CalVIP Funding City & Agency Management Staff NGO Partners: HOPE Culture & Young Visionaries (outreach workers) Police Department Resources: Crime analysis and enforcement Referral Partners: San Bernardino Police Depart, San Bernardino City School District Youth Court, LLU, Parole, Probation, Community-Program Alumni	1. Convene weekly shooting reviews to ID very highest risk groups and individuals. 2. Convene weekly coordination meetings with partner CBO's to plan and implement measures for addressing active conflicts and building individual level interventions. 3. Conduct street outreach in hot communities identified in service coordination meetings 4. Conduct semi-monthly performance mgt. reviews.	1. Training and capacity building. 2. Communication: Convene 2 call-in each year. Carry out 1-2 custom notifications identified in weekly service coordination meetings. 3. As part of individual service plans, develop safety plans for all high risk clients. 4. Carry out minimum 3 in-person high quality contacts with VIP clients on a weekly basis. 5. Conduct semi-monthly performance mgt. reviews	VIP Manager SB City Police Depart. NGO Outreach & Case Management Individuals at the highest risk of violence Urban Peace Institute	Reduction in overall crime, violent crimes and property crimes Increased capacity for contracted CBOs (hiring of outreach workers)	23% reduction in gang related homicides 54% of VIP participant remain arrest free and have not become a victim of gun violence Increase trust between community and SB City Police (post grant cycle)	Intake assessments Participant Self Reporting Participant Surveys Worker Surveys Crime stats year to date Stakeholder engagement analysis Program development growth

Grantee Highlight

The City of San Bernardino Violence Intervention Program demonstrated success in community engagement, decreasing violence and gang related injuries. Individualized case management and trauma informed care provided by violence intervention professionals from HOPE Culture and Young Visionaries allowed for enrollment of 307 participants and countless others through community events localized to high-risk areas of San Bernardino. A substantial decrease of 28% in arrests and recidivism and a decrease of 81% for reduction in victimization was identified.

The City of San Bernardino has a decrease in overall crime by 23% and violent crime decrease by 7.7% from 2019 to 2022 (Figure 1). Survey data from VIP participants demonstrates the substantial mentorship that outreach workers provide indicating that guidance and support are key to motivating change. The highest categories for needs completion amongst program participants were anger and violence issues (88.6%), food insecurity (100%), legal services (97%), life skills (91.6%), victim services (90%), and other (i.e. driver's license) (96%). Significant needs, however, remain unmet for a large proportion of program participants including lack of employment (69.5%) and housing insecurity (66.2%). This lack of basic needs likely contributes to the difficulty in complete reduction of participation in violence or gangs (only 50.5% had this need successfully addressed). The survey comments indicate that hope for a better future is key to motivating change but the resources and services must exist to make it possible.

The City of San Bernardino, law enforcement and the community Violence Intervention Programs, HOPE Culture and Young Visionaries, are proud of the successes. We recognize the need for ongoing engagement with the community and funding to continue this important and effective work to reduce violence in the City of San Bernardino (Figure 2).

Figure 1: Crime Rates for City of San Bernardino 2019-2022

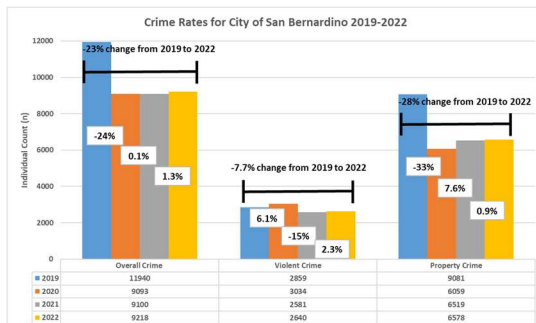
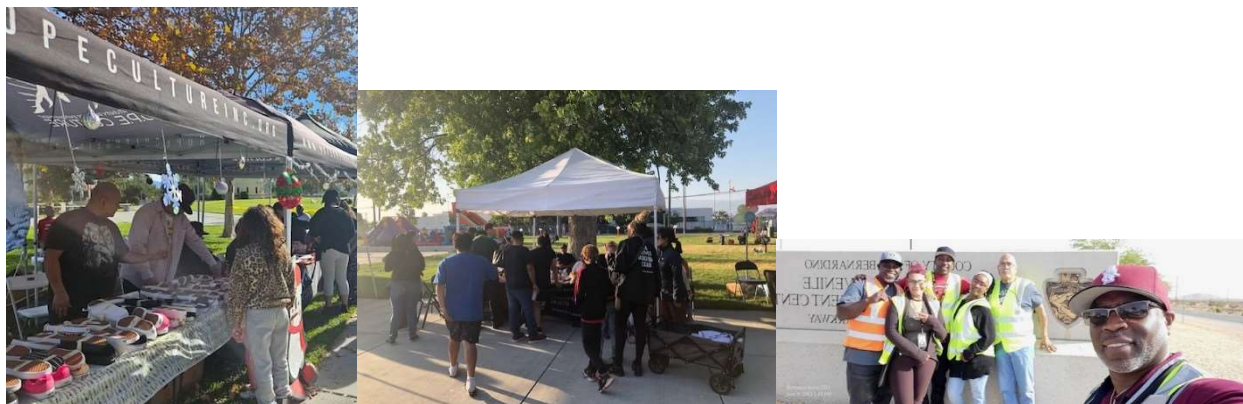


Figure 2: Community and School Engagement Events



Appendices

National Curriculum and Training Institute (NCTI) Courses

VIP Participant Survey

VIP Worker Survey

Stop the Bleed and Naloxone Course (example of course flyers for multiple courses held throughout the grant period)

REBOOT Program

SB Problem Analysis Public Summary