2015 | 2017

SOUTH COUNTY ONE PROJECT
FINAL EVALUATION REPORT

ONE NEIGHBORHOOD EMPOWERED

ACKNOWLEDGEMENTS

EVALUATION TEAM

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SOUTH COUNTY YOUTH TASK FORCE
POLICY TEAM

The SCYTF is organized into teams, the Policy Team and the Technical Team and is comprised of city, county, local law enforcement, schools, community-based organizations, faith-based organizations, and other stakeholders. The Policy Team provides leadership and policy direction, evaluates emerging trends, evaluates and monitors the Technical Team.

Name	Title	Agency/Organization
Aguilera Toney, Bernice	Youth Task Coordinator	City of Gilroy
Aguirre, Javier	Director of Reentry Services	Santa Clara County (SCC) Office of Reentry
Arriola, Chris	Supervising Deputy District Attorney	Santa Clara County District Attorney's Office
Balagso, Albert	Consultant	Community Crime Prevention Associates, LLC.
Baroudi, Nisreen	Supervising Attorney, Juvenile Division	Santa Clara County Office of the Public Defender
Bathija, Vishal	Supervising District Attorney	Juvenile Justice Department
Betando, Steve	Superintendent	Morgan Hill Unified School District
Birchard, Nick	Deputy Chief	Juvenile Probation Department
Blockie, Ray	Chair	Juvenile Justice Commission, SCC
Bracco, Dion	Council Member	City of Gilroy
Colunga, Raul	Commissioner	Juvenile Justice Commission, SCC
De Leon, Maria	Recreation Director	City of Gilroy
Flores, Deborah	Superintendent	Gilroy Unified School District
Flores-Shelton, Andrea	Violence Prevention Manager	Public Health Dept., SCC
Ghione, Chris	Community Services Director	City of Morgan Hill
Gonzalez, Gabriel	City Administrator	City of Gilroy
Howe, Nancy	County Librarian and Executive Director	Santa Clara County Library District
Kinnear, Wendy	Social Services Program Manager III, South County	Department of Family and Children's Services, SCC
Lucero, Katherine	Superior Court Judge	Superior Court, SCC
McElvain, Larry	Executive Director	Discovery Counseling Center

Name	Title	Agency/Organization
Mendiola, Rebecca	Director, Safe & Healthy Schools	Office of Education, SCC
Moran, Charmanye	Program Manager	Neighborhood Safety Unit, SCC Probation Department
Nelson, Sue	Division Director, Children, Family and Community Services	SCC Behavioral Health Services Department, Substance Use Prevention and Treatment Services
Nicolette, Andrea	Director	YMCA Mt. Madonna
Ribero, Nuno	Captain	Santa Clara County Sheriff's Office
O'Brien, Erin	President, CEO	Community Solutions
Ortiz, Diane	Executive Director	Youth Alliance
Shane Palsgrove	Captain	Morgan Hill Police Department
Piceno, Linda	School board Trustee	Gilroy Unified School District
Rymer, Steve	Former City Manager	City of Morgan Hill
Smithee, Scot	Chief	Gilroy Police Department
Svardal, Kurt	Captain	Gilroy Police Department
Swing, David	Chief	Morgan Hill Police Department
Tarpey, Vincent	Commissioner	SCC Juvenile Justice Commission
Tate, Steve	Mayor	City of Morgan Hill
Rymer, Steve	Former City Manager	City of Morgan Hill
Turner, Christina	City Manager	City of Morgan Hill
Turner, Denise	Retired Chief	Gilroy Police Department
Velasco, Roland	Mayor	City of Gilroy
Villa, Alex	Program Manager	Specialized Units, Juvenile Probation Department, SCC
Wasserman, Mike	Supervisor	County of Santa Clara

SOUTH COUNTY YOUTH TASK FORCE

TECHNICAL TEAM

The SCYTF Technical Team carries out the direction set by the policy team, fills a critical role in representing the various stakeholders and involving them in the strategic delivery of the services needed in the community; creating a "safety net" that serves youth and their families.

Name	Title	Agency/Organization
Aasan, Alex	Principal	Martin Murphy Middle School
Aguilera Toney, Bernice	Youth Task Coordinator	City of Gilroy
Alvarez, Richard	Ministry Director LHGH	Cathedral of Faith
Anyosa, John	Program Director	Southwest Key Youth Mentoring
Armendariz, Reymundo	Board Member	Community Agency for Resources, Advocacy and Services
Brandon, Jeff	SRO Morgan Hill PD	Morgan Hill Police Dept.
Calubaquib, Nick	Recreation Manager	City of Morgan Hill
Cardenas, Emmanuel	Law Program Manager	Fresh Lifeline for Youth
Castro, Robert	Director of Services	Youth Outreach and Learning Institute
Clawson, Cindy	Program Manager	Community Solutions
Corbett, Bruce	Assistant Principal	Gilroy High School
Cruz, Sandra	Community Coordinator	City of Gilroy
Cuevas, Tony	Supervisor	Social Service Agency
Del Bono, Jennifer	Program Administrator	Gilroy Unified School District
De La Cruz, Orlando	Restorative Justice Specialist	Ollin Restorative Justice Practices
DeRouen, Marilyn	Foster Youth and Homelessness Education Services Liaison	Santa Clara County Office of Education
Doniz, Lidia	Public Health Community Specialist	Santa Clara County Public Health
Daughenbaugh, Jennifer	Deputy Probation Officer III	Santa Clara County Department of Probation
Fandre, Tom	Small Business Development Manager	Teen Force
Forrest, Laura	Employment Manager	Teen Force
Gil, Francisco	Counselor	Britton Middle School
Gogo, Johnny	Community Prosecutor	SCC District Attorney's Office

Name	Title	Agency/Organization
Gomes, Vera	Principal	Central Continuation High School
Gonzalez, Saul	Case Manager	Community Solutions
Haro, Marissa	Violence Prevention Intern	City of Gilroy
Holfing, Troy	Special Operations Sargent	Morgan Hill Police Department
Hollar, Ryan	School Resource Office	Gilroy Police Department
Kelly, Sharon	Librarian	Morgan Hill Library
Koufos, Mitchell	Program Manager	Morgan Hill Library
Kyles, Heather	Recreation Coordinator	City of Gilroy
Marafino, Marianne	Program Director	Community Solutions
Martinez, Patricia	Vice Principal	South Valley Middle School
McCasland, Fred	Director Program Services	Boys & Girls Club of Silicon Valley
McGowan, Dale	Strengthening Families Director	Advent Group Ministries
Mederos, Jose	Intervention Specialist	California Youth Outreach
Mejia, Chiquy	Recreation Coordinator	City of Morgan Hill
Mejia, Mayra	Community Specialist	ConXion to Community
Mitchell, Madison	Violence Prevention Intern	City of Gilroy Police Department
Mittman, Charla	Assistant Principal	Solorsano Middle School
Mondragon, Patricia	Principal	South Valley Middle School
Montoya, Michelle	Program Manager	Discovery Counseling Center
Moore, Chris	Principal	Briton Middle School
Moran, Charmayne	Program Manager	Neighborhood Safety Unit, SCC
Muniz, Victor	Associate Management Analyst	Office of Reentry Services
Nelson, Betty	Prevention Program Analyst	Behavioral Health Services, Substance Use Prevention, SCC
Nursement, Heather	Director of College & Career Pathways	Morgan Hill Unified School District
Orozco, Ariana	Youth Empowerment Specialist	City of Gilroy
Ortiz, Anthony, Jr.	Data Reporting Specialist/BTI Trainer	California Youth Outreach
Padilla, Dianne	Principal	Mt. Madonna High School
Pando, Rosalva	Probation Officer	Santa Clara County Probation Dept.

Name	Title	Agency/Organization
Pena, Katarina	Public Defender	Public Defenders Officer, SCC
Perales, John	Program Director	CMAP TV
Pereira, Brandy	Case Manager Supervisor	Community Solutions
Prado, Dori	Director	Chill Out
Puthoff, Jennifer	California Well Being Project Manager	Department of Family & Children Services, SCC
Ramirez, Randall	Deputy Director	Youth Alliance
Reed, Becca	Director	CMAP TV
Reedy, Amanda	Program Administrator Power School	Gilroy Unified School District
Rojas, Selene	Coalition Coordinator	Pathway Society, Inc.
Row, Linda	Coordinator of Student Services	Morgan Hill Unified School District
Saldana, Janette	School Linked Services Coordinator	Gilroy Unified School District
Sanchez, Marco	Principal	Gilroy High School
Silva, Lillian	Case Manager	Youth Alliance
Sandoval, Lorenzo	Program Supervisor	Rebekah's Children Services
Slattery, Ian	Station Manager	CMAP TV
Smith, Troy	Lieutenant	Sheriff's Office
Stuart, Sherri	Board Member	Advent Ministries
Swan, Shelly	Executive Director	Carry the Vision
Tarasco, Mark	School Resource Officer	Gilroy Police Department
Torralba, Eder	Community Health Manager	Foothill Community Health Center
Tucker, Jennie	Community Services Supervisor	City of Morgan Hill
Villagrana, Christina	Educational Probation Officer	Juvenile Probation, SCC
Wedl, Wendy	Probation Officer	Santa Clara County Probation
Weeks, Jennifer	Library Services Manager	Library District, SCC
Weller, Nicole	Opportunity Youth Partnership Project Coordinator	Planned Parenthood Mar Monte
Wilson, Diana	Director of Educational Services	Rebekah's Children's Services
Yee, Christina	Area Director	California Youth Outreach
Yoshimura, Lani	Head Librarian	Santa Clara County Library

EXECUTIVE SUMMARY

The South County Youth Task Force One Neighborhood Empowered (ONE) Project is a regional collaboration that builds on the basic foundation its Resilient, Empowered, Aware, Connected, Healthy (REACH) Project Continuum of Care. Whereas REACH strived to establish a school-based collaboration between schools, local law enforcement and Community Based (CBO) agencies that connects, coordinates and leverages resources to meet the needs of specifically targeted youth and their families, ONE funds and advances a greater local depth of services and increases CBO partners within the continuum to address core underlying factors identified by the community, that contribute towards gang recruitment and criminal activities. The ONE Project fills in service gaps and meets the greater needs to targeted populations and neighborhoods within the South County community.

ABOUT THE ONE PROJECT

The ONE follows the Office of Juvenile Justice and Delinquency Prevention (OJJDP) model, implementing a three-tiered Continuum of Care approach of primary (prevention), secondary (early/intermediate intervention) and tertiary (chronic, targeted suppression) services. The Project design reflects three overarching goals guided by SCYTF's Strategic Plan: 1) increase/improve service coordination and effectiveness, 2) expand and enhance support services for youth in multiple "hot spots", and 3) change systems and improve capacity and expertise of CBOs, law enforcement, parents, faith-based organizations, youth and school personnel with evidence-based programming. With the development of an updated Strategic Plan, it is the aspiration of the SCYTF that South County children, youth and their families have the capacity to thrive in their homes, schools and community.

HISTORICAL CONTEXT

The South County Youth Task Force (SCYTF) is a regional collaborative of local government, schools, community and faith-based organizations. In 2012, the SCYTF adopted its inaugural Strategic Plan that formed the foundation for a formal and sustained commitment for the task force to come together in the best interest of south Santa Clara County's youth and families. Under the leadership and support of the SCYTF membership, the plan united the collective missions of the membership around a single vision and common goals to influence the lives of South County youth and re-connect them to their families, schools, and communities. Since its formalization, the SCYTF has followed its strategic goals in utilizing both CalGRIP and other leveraged funding and resources to establish a comprehensive service delivery model and develop new capacities and confidence for positive intervention and support for youth and their families. The newly updated SCYTF Strategic Plan titled THRIVE (Transformation and Hope, Resiliency, Integrity, Voice & Engagement), was recently adopted in the Fall of 2017.

KEY FINDINGS

Youth report high satisfaction with ONE services. Youth participants of ONE Programs indicated their satisfaction with program services/program staff. As a result, seventy percent (70%) of youth report their willingness to recommend it as helpful to a friend or schoolmate. In an important indicator of whether children/youth customers will receive the support offered through prevention and intervention programs is whether they are able to build trust in staff. Over 80% of youth participants reported that the staff who run the program were *very helpful*.

ONE programming is increasing positive opportunities for children and youth in South County. Fifty percent (50%) of youth participants indicated that because of ONE programming, they are participating in positive opportunities and services in their community more. The involvement of youth in pro-social activities have been proven to making youth aware of and able to accept the social norms and moral standards of society, build positive character qualities, and ultimately cause them to act voluntarily to benefit others vs. participation in high-risk behaviors. This is a strong indicator that ONE services are ensuring that youth feel a connection to the community in which they live and that there are opportunities for them to thrive and contribute in meaningful ways.

Youth are connecting with Adult Allies in the community. Over sixty-percent of youth involved in ONE programming are connecting with caring, supportive adults they trust. On average, staff reported that children/youth participants are connected to 3.6 adult allies throughout their participation in programs. The Search Institute states that Developmental Assets provide the positive values, relationships, skills and experiences that help children and teens thrive. Thus, young people with support from other caring adults and role models are more likely to develop positive character traits that help them to most likely choose healthy choices.

Youth are reporting improved relationships with family and community. Sixty-five percent (65%) of youth have reported an increased ability to have healthy relationships with their family and community as a result of services received through ONE programming. Having positive family relationships provides and environment for learning and positive development in children and youth. This relationship along with a positive connection to one's community, make it less likely for a youth to engage in negative activities in home or community.

Youth are realizing their talents and potentialities. Seven out of ten youth reported an increase in their knowledge of self and their potential. Understanding their knowledge of self allows youth to identify their strengths and weakness thus enabling them to see the opportunity to advance positive change. Realizing their talents allows them to believe in themselves and their potential so they can set goals in life.

TABLE 1: FUNDING BY AGENCY

| Budget Line Item	Year 1 Funding (CalGrip + Match)	Year 1 Total Funds Spent	Year 2 Funding CalGrip + Match)	Year 2 Total Funds Spent	Year 3 Funding CalGrip + Match)	Year 3 Total Funds Spent	Total Funding	Total Spent
City Administrative Salaries	$130,691	$63,968	$163,678	$163,679	$163,678	$283,179	$458,047	$510,826
Services and Supplies	$246,688	$323,078	$126,174	242,239	$122,174	$20,947	$495,036	$586,264
Professional Services	$247,527	$157,064	$311,578	$296,380	$294,358	$295,509	$853,463	$748,953
CBO Contracts	$285,094	$289,555	$335,570	$244,702	$354,790	$345,288	$975,454	$879,545
Evaluation	$60,000	$26,733	$60,000	$49,984	$60,000	$49,943	$180,000	$126,660
Training	$30,000	$22,130	3,000	3,000	$5,000	4,266	$38,000	$29,396
Total	$1,000,000	$882,528	$1,000,000	$999,983	$1,000,000	$999,133	$3,000,000	$2,881,644

YOUTH SERVED

ONE programs served a total of 8,366 unduplicated on-going youth participants over the three years of funding. Across programs funded through the ONE Project, Latina/o youth comprised the largest ethnicity served at 94%.

Figure 1. Percent of Youth Served by Ethnicity
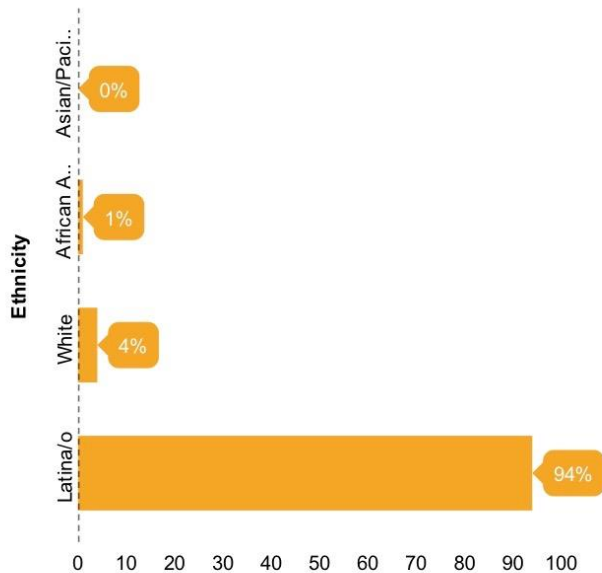
As indicated below, male youth participants were the highest proportion of youth served by the ONE services at 54% while female youth constituted 44% of youth served. There is an observable increase of female youth served in South County through the prevention and intervention services offered through ONE.

Figure 2. Percent of Youth Served by Gender
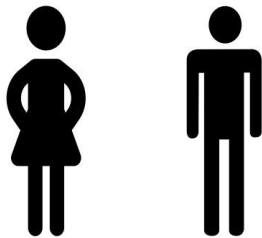
Female 44%   Male 54%

The majority of youth served by ONE were youth and young adults between the ages of 14-19 years of age comprising 54% of the total population served, followed by children ages 10 and under. In the transition from the REACH Program to the ONE Project, an expansion of services and service providers enabled this project to serve adults ages 20 and older comprising 6% of the participants served.

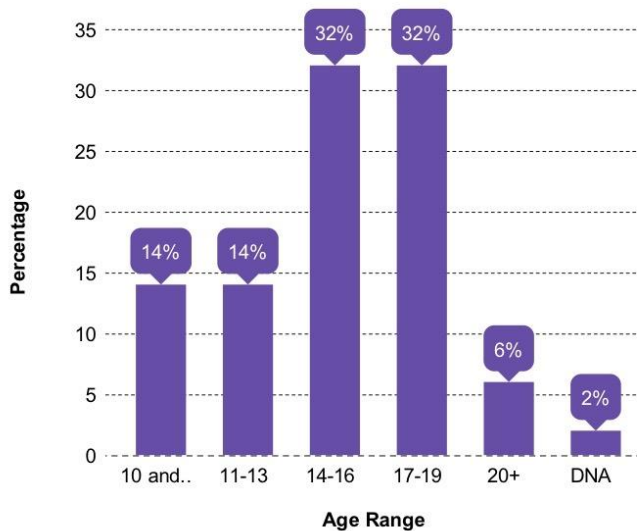**Figure 3. Percent of ONE Youth Served by Age**

Figure 4. ONE Participant Zip Codes

The cities of Gilroy and Morgan Hill comprise the two largest communities of South County (Southern region of Santa Clara County). Youth participants that reside in these two communities are targeted for services.

Zipcode of ONE Participants

■ Gilroy (95020) (52.53%) ■ Morgan Hill (95037) (47.47%)

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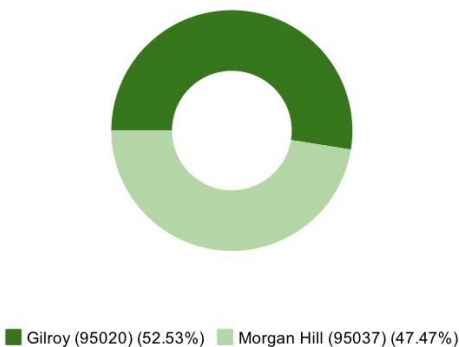
COMMUNITY PARTNERS

Each ONE program is managed by a local community-based organization or SCYTF collaborative partner. These agencies provide services from evidence-based activities for youth, such as life skills groups to offering parenting training and support to school-based services.

TABLE 2: TYPE OF PROGRAMMING OFFERED

Agency Name	Programming Offered	Frequency of Programming
City of Morgan Hill Recreation Department	After School Recreation and Pro Social Activities in Safe Places for Youth	3-5 days per week, Ongoing starting 1st Quarter
Discovery Counseling Center	After School Education Support, Youth Tutoring Services and Homework Assistance	3-5 days per week, Ongoing starting 1st Quarter
City of Gilroy Recreation Department	Late Friday Late Night Gym and Pro Social Activities in Safe Places for Youth	Once a Week, Ongoing starting 1st Quarter
Gilroy Police Department	Community Based Events, English and Spanish Parent Project, Community Police Academy	Quarterly Community Events; 10 Week Session 3 Times a Year (each of the three classes offered once a year
Morgan Hill Police Department	Community Based Events and English Parent Project	10 Week Session 1 Time a Year
New Hope for Youth	Crisis Response and Culturally-Responsive Outreach Services	Ongoing Quarters 1 & 2
California Youth Outreach	Crisis Response and School Based and Neighborhood Youth Outreach Services, Emergency Case Management Services Men's/Community Groups	Ongoing (Starting Qtr. 3) Weekly (Starting Qtr. 9)
Teen Force	Peer Mentoring Internships and Part-Time Work Placement	Ongoing (Starting Qtr.2)
Youth Alliance	Restorative Justice – School Based, Training Support for Schools Culturally Responsive Evidence Based Groups, Case Management	5 Days a Week 5 Days a Week (Starting Qtr. 5)

|		
Ollin Restorative Justice	Restorative Justice – School Based, Training Support for Schools	5 Days a Week (Starting Qtr. 9)
Community Solutions	Culturally Responsive Evidence Based Groups, Case Management	5 Days a Week (Starting Qtr. 3)
CMAP-TV	Medial and Technology Training, Internships	Ongoing (Starting Qtr. 3)
Carry the Vision Mindfulness/Restore Life Skills	Mindfulness and Restore Life Skills Training	Quarterly trainings for SCYTF and CalGRIP partners
Morgan Hill Pro-Social Activities-Boys and Girls Club	Morgan Hill and San Martin Pro-Social Activities	3 Activities
Santa Clara County Probation Department	School Outreach/School Based Services, Evidence Based Groups	5 Days per week (Starting Qtr. 5 2 to 6 per School Semester
CARAS	Culturally Responsive Evidence Based Groups	Weekly Groups (Quarter 4)
Cathedral of Faith	Drug and Alcohol Services	Weekly (Qtrs. 6-8)
Youth Outreach and Learning Institute	Men's/Community Groups (Circulos)	Weekly (Qtrs. 5-8)

STAFFING

Over half of the ONE-funded program staff are Latina/o; 7% representing Asian/Pacific Islander, and 28% are White – reflecting the demographics of the youth served.

Figure 5. Ethnicity of ONE-Funded Program Staff
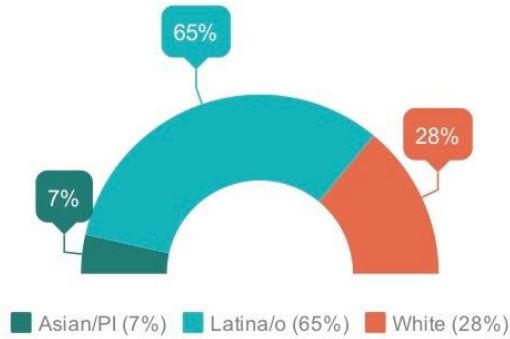
The gender composition of staff is 48% female and 54% male – reflecting a healthy gender balance. When the staff gender data is compared to the youth participants' data, we find that there are equal female staff members (46%) to female youth participants (44%). Concurrently, there are equal male staff (54%) to male youth participants (54%).

Figure 6. Gender of ONE-Funded Program Staff vs. Participants
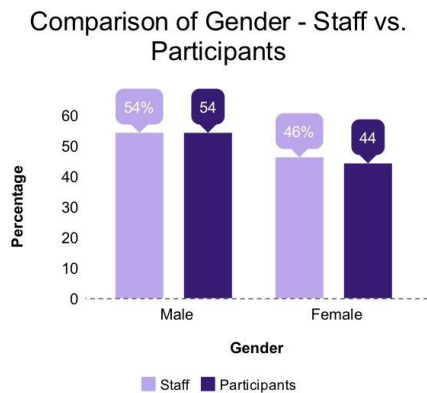
INTRODUCTION

Since 2012, the SCYTF established a service delivery model that has served to connect, and coordinate community resources to meet the needs of South County youth and their families; essentially, surrounding them with a safety net of services. Concurrently, the task force also began an education and public awareness initiative to address and illuminate gang issues, craft strategies to address the challenge and worked towards engaging the community in developing and advancing the solution(s). To achieve this task, a campaign of confidence building was deployed to equip task force members with the skills and resources to reduce violence in our neighborhoods and promote pro-social behavior in our youth.

In 2014 the SCYTF was awarded a CalGRIP grant from BSCC to fund the REACH Project. REACH was designed to reduce gangs by reaching out to high-risk youth/young adults through a Continuum of Care model that surrounds them with positive influences to create stronger relationships to their families, school and community. This "safety net" model is school-based and connects, coordinates, and leverages the resources of schools, local law enforcement and community based Organizations (CBO) to best meet the needs to youth and their families.

The ONE Project provides a greater local depth of coordinated continuum of care and culturally-responsive services that address core underlying factors that contribute to anti-social behavior, gang recruitment and criminal activities. These symptoms of poverty and trends have been identified by the community as desired and needed areas of focus. ONE creates alternative ways to involve disengaged youth and families by offering several layers of supportive and innovative services, from outreach and pro-social activities that lead to incentivized youth internships, media skills development and jobs to tailored groups, and individualized case management (life coaching) to meet the needs of youth and families.

PROJECT DESIGN

PROJECT GOALS

The ONE Project established the following 7 goals for their 3-year CalGRIP funding of program services.

TABLE 3: PROJECT ONE GOALS

PROJECT ONE GOALS	DATA SOURCE
60% OF YOUTH PARTICIPANTS WILL MEASURABLY IMPROVE THEIR SCHOOL CONDUCT	YOUTH SURVEYS & SCHOOL DISTRICT DATA
60% OF YOUTH PARTICIPANTS WILL DEMONSTRATE NEW GOALS, AND HAVE BETTER AND POSITIVE RELATIONSHIPS WITH FAMILY AND COMMUNITY	YOUTH SURVEYS
60% OF YOUTH PARTICIPANTS UNDERSTAND HOW TO USE MINDFULNESS TO REDUCE STRESS AND FEEL CALMER	YOUTH SURVEYS
NOT LESS THAN 25% DECREASE IN THE NUMBER OF VIOLENT INCIDENTS ON SCHOOL CAMPUS	PARTNERING SCHOOL DISTRICT AND LOCAL LAW ENFORCEMENT DATA
60% OF YOUTH PARTICIPATING IN PRO-SOCIAL ACTIVITIES WILL HAVE A MEASUREABLE INCREASE IN POSITIVE ENGAGEMENT WITH ADULTS	YOUTH SURVEYS
A NOTABLE REDUCTION IN YOUTH GANG-RELATED CRIMINAL ACTIVITY WILL BE REALIZED	LOCAL LAW ENFORCEMENT DATA

PROJECT COMPONENTS

Cal Grip funding enabled the ONE Project to provide a mix of evidence-based programming, case management, street and school outreach, community-based events and pro-social activities.

TABLE 4: DESCRIPTION OF PROJECT INTERVENTIONS

INTERVENTION	DESCRIPTION	DURATION
Street and School Outreach	Employing the Operation Peacekeeper (OP) model: Outreach workers in collaboration with government and community-based organizations work to mediate and de-escalate volatile situations in schools and community, and provide resources for youth who are considered high-risk and at-risk to support them in "escaping the gang lifestyle." Staff presence on school campuses, including a Probation Officer, promote a climate that allows students to communicate issues and concerns related to personal and school safety in a 1:1 setting.	Weekly
Family Support	Comprehensive parenting curriculum is provided in English and Spanish to help parents learn personal and family skills to help them change destructive adolescent behaviors. Counseling services offered through CBO partners Discovery Counseling Center and Community Solutions.	Ten 10-week sessions
Case Management	For higher risk youth that are identified as needing additional support, case management is employed. Community-based organization staffs facilitate the care coordination and advocacy for options and services to meet a youth participants' needs.	On-going; As needed
Evidence-Based Groups	One of the culturally-responsive,	10 –weeks of group

	evidence-based curricula employed by the ONE Project is El Joven Noble (JN) Rites of Passage Character Development Program. In English, this translates to the Noble Young Man. The companion component is "Xinachtli" which is tailored for girls. This curriculum utilizes cognitive behavioral and motivational interview techniques with youth to foster their personal transformation. It offers a strength-based approach to promote young men and young women's positive character development.	sessions that focus on: • Communication • Self-Esteem • Goal-Setting • Personal Boundaries • Anger Management • Reproductive Education
	The life skills programming offered by the ONE Project is Why Try. It was developed to support and offer assistance to youth demonstrating concerns in either school or their personal lives. In the group setting, students have an opportunity to communicate and discuss positive ways of coping with these concerns.	6-week support group which focuses on: • Decision-making • Consequences • Peer Pressure • Violence • Conflict Resolution • Self-Esteem • Gang Affiliation • Bullying • Dating Violence
Pro-Social Activities	The ONE Project pro-social activities consist of after school hours (also known as Evening and Late Night Recreation) structured recreational and other safe activities located at targeted community centers in South County.	Three times a week
	Additional pro-social activities were funded throughout South County during summer months to keep youth engaged.	Bi-weekly
Community-Based Events	Targeted Community-based events in documented hot spots that the larger South County community could participate in and promote more connected, engaged and safer neighborhoods and to foster positive relationships with local law enforcement.	Three events per year • National Night Out • Party in the Park Summer Series (three events per year in Gilroy) • Summer Fun in the

		Park (three events per year in Morgan Hill)
Restorative Justice	A theory of justice that emphasizes building relationships within community and repairing the harm caused by negative/disruptive behavior accomplished through a cooperative process that includes all stakeholders and can lead to the transformation of people, relationships and communities.	Five days per week • Training for school personnel • RJ practices and support in middle schools • RJ Circles for School and District Administrators
Youth Leadership – Internships	Youth develop leadership and marketable skills in media, technology, and mentoring and establish practical experience through incentivized internships and part-time employment opportunities.	Ongoing
Drug and Alcohol Services	Outpatient drug and alcohol group support services not covered through Medi-Cal for youth	Once weekly
Capacity Building	Training for school, local government, law enforcement and community-based service providers to build new capacities for serving high-risk youth and families and communities, changing institutional cultures, crisis response, and cultural responsiveness.	Ongoing

EVALUATION METHODOLOGY

EVALUATION DESIGN

The Community Crime Prevention Associates (CCPA) Performance Logic Model (PLM) Evaluation System is a nationally recommended evaluation system. Logic models are a convenient way of describing why certain service activities ought to change the behaviors of those receiving services. In that respect, PLMs resemble path diagrams connecting causal variables to effect variables. They offer an alternative approach to evaluating programs that do not require random assignment to different groups.

The PLM Evaluation System is a synthesis of Mark Friedman's Results and Performance Accountability and the Theory of Change Logic Model evaluation technique. The fusion of the two systems allows for a functional and ongoing evaluation system well suited for multiple funded services.

ONE PERFORMANCE LOGIC MODEL

The Performance Logic Model (PLM) variables for ONE include effort. ***Effort*** are the inputs, staffs, customers, strategies, activities, and outputs. ***Effect*** are the outcomes because of the funded care. The figure on the following page is the ONE PLM. The underlying logic of the PLM is that more effort and outputs guided by effective strategies produce more change in behaviors and greater satisfaction with services. As more customers are served more effectively, a ripple effect on the larger community can occur, causing long-term positive population outcomes moving in a positive direction for youth and their families in South County.

EVALUATION RESULTS

AT A GLANCE SCORE CARD: EFFORT

Perfor-mance Account-ability Model	Logic Model	ONE Evaluation Questions	ONE NEIGHBORHOOD EMPOWERED Answers to ONE Evaluation Questions 2015 to 2017					Met Performance Goals
E F F O R T	**Inputs**	**What did ONE fund for services?**	Year 1 Funding (CalGRIP + Match) $1,000,000	Year 2 Funding (CalGRIP + Match) $1,000,000	Year 3 Funding (CalGRIP + Match) $1,000,000	Total Funding $3,000,000		
		What did ONE spend on services?	Year 1 Total Funds Spent $882,528	Year 2 Total Funds Spent $999,983	Year 3 Total Funds Spent $999,133	Total Spent $2,881,644	Percent of Total Funds Spent 96%	Yes
	Staff	**Who were the staff providing services?**	Asian/PI 7%	Latina/o 65%	White 28%	Male 54%	Female 46%	Yes
	Customers	**Who are our youth ongoing customers?**	Total Unduplicated Customers 8,366	Male 54%	Female 44%	Level of RPRA Developmental Assets MEDIUM	for Criminogenic Behavior MEDIUM	Yes
			10 and below 14%	11-13 yrs 14%	14-16 yrs 32%	17-19 yrs 32%	20+ 6%	
			DNA 2%	Asian/PI 0%	African American 1%	Latina/o 94%	White 4%	
	Strategies	**What service strategies did ONE Fund ?**	Late Night Gym 5%	Restorative Justice Circles 6%	Case Management 12%	Youth Internships & Jobs 8%	Law Enforcement & Firefighters 3%	Yes; Afterschool Programs & Prosocial Activities were 29% 0f service strategies delivered
			Reentry Male & Family Support Group 2%	Training for Stakeholders 4%	El Joven Noble, Xinatchli & Life Skills 8%	Street Outreach 20%	Parent Project 3%	
	Activities	**How much services did we provide?**	Total Actual Hours of Service Delivered 29,970		Youth Satisfaction 86%		Average # of New Caring Adults Connected to Youth 3.6	Yes

ONE Performance Logic Model Evaluation System

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SUMMARY OF DASHBOARD EFFORT SCORE CARD

Inputs

ONE spent 96% of their allocated funds for three years of funding. Over the course of three years of funding, the ONE Project was able to provide services to children, youth and families of South County across several types of prevention and intervention strategies.

Customers

From FY 2015-17, ONE served a total of 8,366 unduplicated customers. Of the customers served, 54% were male and 44% were female with 64% of youth ranging in age between 14 to 19 years old.

Activities

ONE delivered 29,970 hours of service to youth and offered over 10 service strategies targeting both prevention and intervention efforts. Of all the strategies funded, afterschool programming and pro-social activities had the highest percentage of units of service delivered with 28% of hours delivered. This was followed by Street Outreach with 20% of service strategies delivered.

Customer Satisfaction – A Measure of Effectiveness

ONE grantees collectively earned a high satisfaction score of 86% as reported by child and youth customers. This score indicates that children and youth customers rated the programs between excellent and good; felt that they had benefitted from the program; thought the people who ran the program were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 92%.

PROCESS VARIABLES

The ONE evaluation illuminates information regarding performance measures relative to Effort or the inputs, staffs, customers, strategies, activities, and outputs of funded services. Similarly, process variables document whether a program has been implemented as intended, such as whether sufficient inputs were allocated or mobilized, what activities/strategies were developed and were they employed, who is conducting the activities (staff), who is reached (customers). Process variables help to assess whether actual program performance was faithful to the initial plan.

The effort or process variables measured are:

Input – Inputs are resources a program uses to achieve program objectives. A program uses inputs to support program activities. Inputs have an influence on a program's outcomes. For ONE, inputs included ONE funding and matching funds. Programs aim to spend greater than 95% of funds. *For all three funded years, ONE spent 96% of total funds (ONE funding + Matching funds) - an indication that the ONE project utilized their funding appropriately to deliver the planned targeted services within budget.*

Staff – Program staff provides the bulk of direct prevention and intervention services to youth served by the ONE Project. They are responsible for developing and leading activities per the program model and assuring that youth are safe, and supervised during program time. *It is evident in the staffing of the ONE project, that providers and administration were thoughtful in employing staffs who reflect the population of youth being served, including mindfulness of a diverse population of professionals. Additionally, through the training of stakeholders, ONE providers were provided ample training to ensure that they had the necessary tools to connect with youth participants, in youth having confidence in them as adult allies and parents receiving the training to support their children.*

Customers/Clients – The person receiving service from a public agency or non-profit organization. The ONE customers were predominantly youth between the ages of 14 – 19 years of age. *The ONE Project served a total of 8,366 unduplicated customers.*

Service Strategies – The ONE project is comprised of over ten service strategies. *Twenty-nine percent (29%) of funding targeted Afterschool Programming and Pro-Social activities; 20% targeted Street Outreach and the remaining 51% of services ranged from Case Management to the Parent Project.*

Units of Service – A unit of service is simply a measurement of the amount of services provided to the client. One unit of service is the same as 1 hour of service. *The ONE Project delivered a total of 29,970 hours of service from FY 2015-2017.*

Customer Satisfaction – Customer Satisfaction is an important measure of effect. Youth satisfaction rate reflects whether customers were content with services, as based on four measures. Generally, satisfied customers are more likely to experience and undergo the desired change. *Collectively, the ONE youth customers provided a high customer satisfaction rating of 86%.*

Youth Customers Connection to Caring and Supportive Adults – Research has found that an important variable for the development of resilient youth is for youth to be connected to caring and loving adults who can be there to assist them to bounce back and solve problems faced in their lives. These adults are also good pro-social role models to show youth other methods and ways to respond to problems they face in their lives. *On average, staff reported that children/youth participants were connected to 3.6 adult allies throughout their participation in programs.*

OUTCOME VARIABLES

Figure 7. ONE Project Goals and Data Source

PROJECT ONE GOALS	DATA SOURCE	RESULTS
60% OF YOUTH PARTICIPANTS WILL MEASURABLY IMPROVE THEIR SCHOOL CONDUCT	DISTRICT DATA	Goal Achieved
60% OF YOUTH PARTICIPANTS WILL HAVE BETTER AND POSITIVE RELATIONSHIPS WITH FAMILY AND COMMUNITY	YOUTH SURVEYS	Goal Achieved
60% OF YOUTH UNDERSTAND HOW TO USE MINDFULNESS TO REDUCE STRESS AND FEEL CALMER	YOUTH SURVEYS	Goal Achieved
NOT LESS THAN 25% DECREASE IN THE NUMBER OF VIOLENT INCIDENTS ON SCHOOL CAMPUS	PARTNERING SCHOOL DISTRICT AND LOCAL LAW ENFORCEMENT DATA	Goal Achieved
60% OF YOUTH PARTICIPATING IN PRO-SOCIAL ACTIVITIES WILL HAVE A MEASUREABLE INCREASE IN POSITIVE ENGAGEMENT WITH ADULTS	YOUTH SURVEYS	Goal Achieved
A NOTABLE REDUCTION IN YOUTH GANG-RELATED CRIMINAL ACTIVITY WILL BE REALIZED	Local Law Enforcement Data on Juvenile Arrests	Goal Achieved

School Conduct Findings

Table 5. Youth Survey Responses Regarding Improvement in School Conduct

Because of this program, …	Joven Noble/Life Skills	Late Night Recreation
My success in school, including grades, attendance, and school-related activities is better.	56%	80%
My school truancy, unexcused absences, and negative behavior decreased.	53%	67%

PROJECT ONE GOAL: 60% of youth participants will measurably improve their school conduct. ONE programming that targets improved engagement and connection to school are the Late Night Recreation and the Joven Noble/Life Skills Programs.

- *Late Night Recreation continues to show promise as a model program for helping to decrease truancy while developing behaviors that are re-connecting youth to school –* Sixty-seven percent (67%) of youth participating in pro-social activities indicated a decrease in conduct reflecting school dis-engagement and an increase in their success in school.

- *Joven Noble and Life Skills participants are reporting greater success in school –* This program fell slightly short of achieving the 60% goal; however, fifty-six percent (56%) of youth participants reported that their success in school is better, i.e., grades, attendance and school-related activities because of the weekly programming while 53% indicated a reduction in truancy and negative behavior.

Positive Relationships with Family/Community Findings

Table 6. Youth Survey Responses - Positive Relationships with Family and Community

Because of this program, …	All Programs	Late Night Recreation	Joven Noble/Life Skills
My ability to have healthy relationships with my family and community is better.	64%	82%	67%

PROJECT ONE GOAL: 60% of youth participants will have better and positive relationships with family and community. ***This goal was achieved across all. More specifically, Late Night Recreation and Joven Noble/Life Skills continues to show great promise as program models to help improve healthy relationships between youth in South County, their families and community.***

HIGHLIGHTS

- Across all programs, from Joven Noble/Life Skills to After School programming at youth centers to Late Night Recreation, sixty-four percent of youth reported an increase in their ability to have healthy relationships with their family and community.

- The Late Night Recreation Program exceeded the target goal with eighty-two percent of youth that reported positive relationships with their family and community.

- The Joven Noble/Life Skills Program achieved the goal with 67% of youth indicating their ability to establish healthier relationships with their family and community.

Mindfulness and Stress Management Findings

Table 7. Youth Survey Responses – Mindfulness and Stress Management Findings

Because of this program, …	All Programs	Late Night Recreation	Joven Noble/Life Skills
My understanding of how to use mindfulness to reduce stress and feel calmer has increased.	64%	82%	65%

PROJECT ONE GOAL: 60% of youth understand how to use mindfulness to reduce stress and feel calmer. ***This goal was achieved. More specifically, the Joven Noble/Life Skills program integrated mindfulness programming to reflect a more trauma-informed approach to their service delivery strategy. As such, sixty-five percent (65%) of youth reported an increased understanding of how to use mindfulness to reduce stress and feel calmer.***

School Related Violent Incident Findings

Table 8. Total School Expulsions in South County

PROJECT ONE GOAL: Not less than 25% decrease in the number of violent incidents on school campus. ***This goal was achieved across several variables that demonstrate a decrease in school incidents in and around school campuses leading to a reduction in school suspensions and expulsions in South County.***

South County School Expulsions 2012-2016
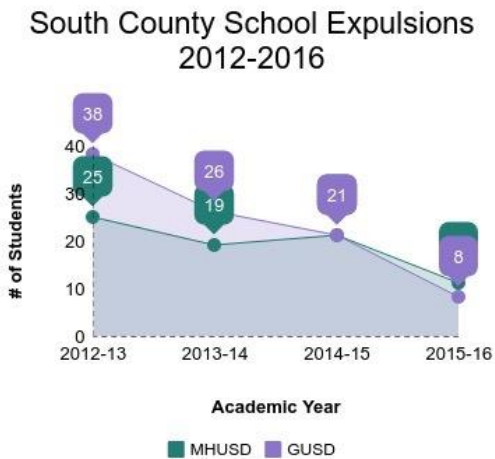
- *Total suspensions for both MHUSD and GUSD are heading in a positive direction –* MHUSD and GUSD are showing a significant downward trend since 2012, with a reduction of 46% and 42%, respectively.

Total School Suspensions in South County

South County School Suspensions
2012-2015
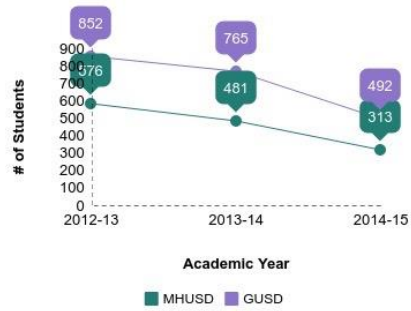
- *Total expulsions for both MHUSD and GUSD are heading in a positive direction* –MHUSD and GUSD are showing a significant downward trend since 2012, with a reduction of 56% and 79%, respectively.

Positive Engagement with Adults Findings

Table 9. Late Night Recreation Youth Survey Responses – Positive Engagement with Adults

Survey Item	% Change
Because of this program, …	**Late Night Recreation**
I connect with caring, supportive adults that I can trust better.	83%
My ability to have healthy relationships with my family and community has improved.	82%
I participate in positive opportunities and services in my community more.	69%

PROJECT ONE GOAL: 60% of youth participating in pro-social activities will have a measurable increase in positive engagement with adults. ***This goal was achieved across several variables that measured positive interaction with adults and the community.***

HIGHLIGHTS

- *Youth participation in pro-social activities is connecting them with Adult Allies* - Eighty-two percent (83%) of Late Night Recreation participants reported that because of the program, they are connected to caring, supportive adults that they can trust.

- *Involvement in pro-social activities is strengthening youths' ability to have healthy relationships with their family and community.* Eighty-two percent (82%) of youth participants involved with Late Night Recreation reported that their ability to ask for help is better.

- *The Late Night Recreation Program is engaging youth in positive opportunities and services in their community* – Sixty-nine (69%) percent of youth reported an increased participation in positive opportunities and services where they live.

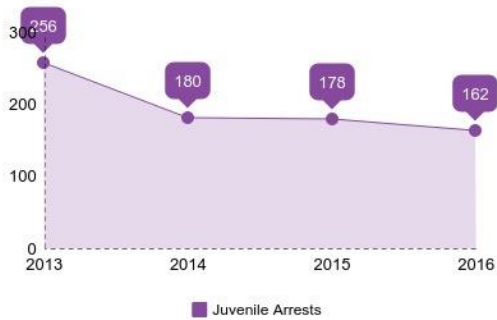# Reduction in Gang-Related Activity Findings

Table 10. Total School Expulsions in South County

<u>PROJECT ONE GOAL:</u> A notable reduction in youth gang-related criminal activity will be realized.

This goal was achieved across several variables that demonstrate a decrease in juvenile arrests in South County.
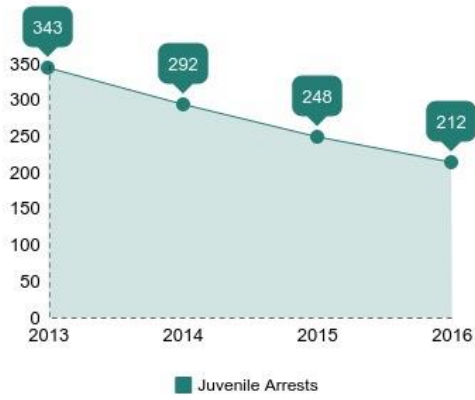
City of Morgan Hill Juvenile Arrests 2013-2016

- *The juvenile arrest rate in the City of Morgan Hill is heading in a positive direction –the Morgan Hill Police Department is showing a significant downward trend since 2013, with a reduction of 37% in juvenile arrests.*

City of Gilroy Juvenile Arrests 2013-2016

City of Gilroy Total Juvenile Arrests
2013-2016

Year	Juvenile Arrests
2013	343
2014	292
2015	248
2016	212

Juvenile Arrests

- *The juvenile arrest rate in the City of Gilroy is heading in a positive direction* – the Gilroy Police Department is showing a significant downward trend since 2013, with a reduction of 38% in juvenile arrests.

CONCLUSION

Building on the establishment of the South County Youth Task REACH Project (2014-15), the ONE Neighborhood Empowered (ONE) Project (2015-2017) has expanded its youth prevention/intervention model to bring the community together towards: 1) increase/improve service coordination; 2) expand and enhance support services to youth in multiple "hot spots"; 3) change systems and improve capacity/expertise of CBO's, law enforcement, parents, faith-based organizations, youth and school personnel with evidence-based programming.

The ONE Project has increased/improved Service Coordination in South County by growing its SCYTF Continuum of Care Model to include greater prevention, early intervention and high-risk intervention support services. Through adding more services within this primary, secondary and tertiary intervention implementation model, more than 8,300 youth have been served with quality support services between 2015-2017 calendar years.

Historically, regional intervention efforts were limited to the REACH Project efforts, which focused on 3-4 programmatic areas for youth, primarily within the ages of 11-14. The ONE Project expanded services into 10 quantifiable service areas, most of them new, which served youth and young adults within the wide age range of 10 to 20+. Additionally, a regional lens and culture was carefully crafted and thoroughly developed with the training opportunities for regional stakeholders that CalGRIP provided. Stakeholders became equipped with the lens and new tools needed to both fill in service gaps and support higher-need community with a localized culturally-responsive, trauma-informed, restorative approach. Additionally, new support services were expanded to serve both youth and parents, while trainings impacted parents, teachers, school administrators, community based, faith-based and governmental agencies, including law enforcement agencies.

This rapid expansion of services, which encompassed a greater age demographic, was not without its trials and was accompanied by a number of growing pains. Among this growth, included learning how to rally and manage the training of several organizations, many of whom

were new providers to South County, by first establishing their capabilities, meeting them where they were. It was important that they understood and were prepared for the South County culture and; the ramp up of new service areas and support of these pilot service deliveries; the outreaching to younger and older youth; all while keeping older and newer stakeholders aligned to the greater ONE vision.

With the ONE Project, South County Youth Task Force has changed systems and improved the capacity and expertise of not only grass-roots and community-based organizations, but faith-based agencies, governmental City and County agencies. SCYTF had developed a new Policy Team and the beginnings of a Technical Team with less than 10 individuals at the start of the CalGRIP REACH grant. Today the Technical Team has over 30 agencies participating with the highest number of agencies serving this rural south Santa Clara County community; a historical first for South County. CalGRIP dollars spent on needed training really allowed agencies to grow their capacity to more effectively and efficiently serve the community. Using best practices, culturally-responsive and evidence-based programming through a restorative and trauma-informed lens, the training that was offered to community-based organizations, schools and governmental agencies transcended the quality and number of services offered. The menu of services grew to include programming that had never been historically offered in South County. The level of collaboration and culture of sharing and maximizing limited resources truly enabled agencies to work together to serve the community under common goals and a collective vision.

Today, Santa Clara County governmental agencies, the City of Gilroy and Gilroy Unified School District and City of Morgan Hill are helping to pick up the pieces to sustain the work of the ONE Project, acknowledging its importance and seeing the value of growing these efforts. There is now talking of creating a South County Youth Task Force Director position through Santa Clara County, based on the effort and traction that this collaboration has created. The effect of the CalGRIP ONE Project was massive and has truly shifted the cultural perspective of all stakeholders serving the South County region.
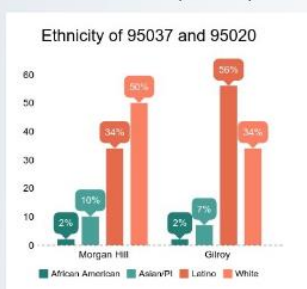
APPENDIX A

The South County Strategic Plan set as outcome indicators key population results that are tracked over time to determine how we, as a community, are doing. These results are derived from the effort, effect, and performance of the whole community of South County in raising healthy children and youth who will have the opportunity to succeed in their lives. The following pages contain Community Indicators as well as Education and Juvenile Arrest Population Results.
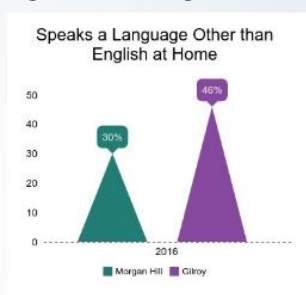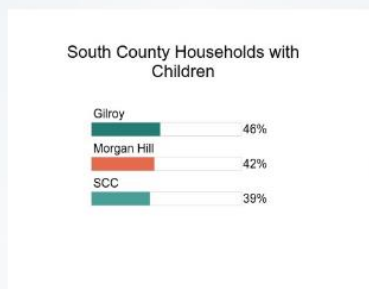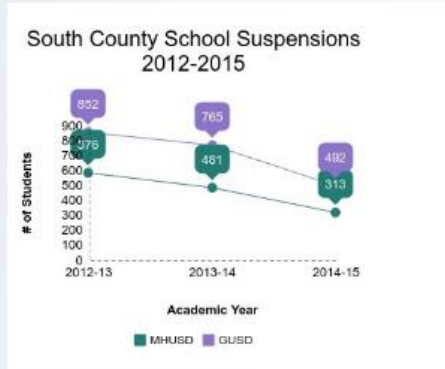

Santa Clara County Public Health. (2017). Status of Children's Health Santa Clara County, Volume 2.
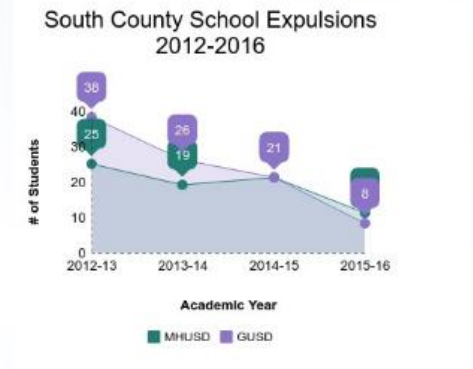
EDUCATION

SUSPENSIONS

Since 2012, Gilroy Unified School District has witnessed a 42% reduction in suspensions. During this same period, the Morgan Hill Unified School District observed a 46% reduction.
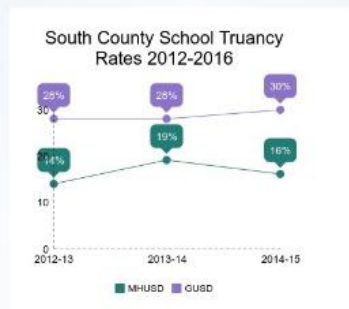
South County School Suspensions 2012-2015

# of Students

| | 852 | 765 | 492 |
| 576 | | 481 | 313 |

2012-13 — 2013-14 — 2014-15

Academic Year

■ MHUSD ■ GUSD

EXPULSIONS

Since 2012, Morgan Hill Unified School District has experienced a 56% reduction in expulsions.During this same period, Gilroy Unified School District witnessed a 79% reduction.

South County School Expulsions 2012-2016

# of Students

| 38 | 26 | 21 | 8 |
| 25 | 19 | | |

2012-13 — 2013-14 — 2014-15 — 2015-16

Academic Year

■ MHUSD ■ GUSD

TRUANCY

Since 2012, Gilroy Unified School District has witnessed a 7% increase in their truancy rate. Similarly, Morgan Hill Unified School District observed a 14% rise during the same period.

South County School Truancy Rates 2012-2016

| 28% | 28% | 30% |
| 14% | 19% | 16% |

2012-13 — 2013-14 — 2014-15

■ MHUSD ■ GUSD

Truancy is defined as three (3) unexcused full day absences OR tardy more than 30 minutes OR any combination of the two.

Data provided by the Gilroy Unified School District and the Morgan Hill Unified School District.

JUVENILE ARRESTS

The City of Gilroy Police Department observed a 38% decrease since 2013 in juvenile arrests.

City of Gilroy Total Juvenile Arrests 2013-2016
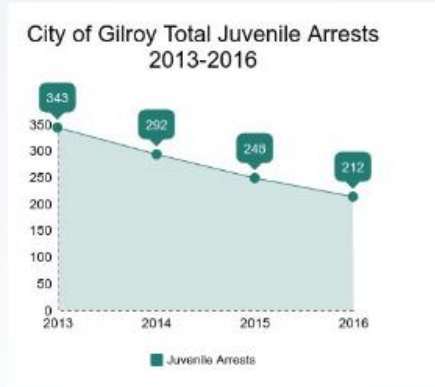
The City of Morgan Hill Police Department observed a 37% decrease since 2013 in juvenile arrests.

City of Morgan Hill Total Juvenile Arrests 2013-2016
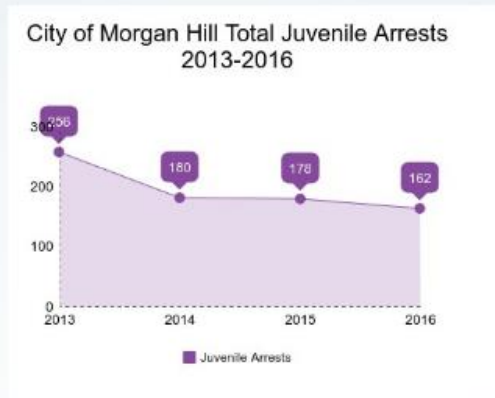
Data provided by the Gilroy Police Department and the Morgan Hill Police Department.