

California Violence Intervention and Prevention (CalVIP) Grant Program

**Cohort 3 –
October 1, 2020, to December 31, 2023**

**Local Evaluation Report (LER) for the
City of Salinas**

December 31, 2023

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Executive Summary

Salinas, the largest city within Monterey County California, has a long-standing history of violence impacting youth ages 10-24. In response, the City of Salinas in coordination with the Community Alliance for Safety and Peace and three local partners aimed to provide services with the intent to reduce service gaps and violence in youth ages 10-24 utilizing \$1,007,121.00 funded by Board of State and Community Corrections between October 1, 2020, through June 30, 2023.

Together, the City of Salinas, Rancho Cielo Youth Campus, California Youth Outreach, and Partners for Peace aimed to serve youth ages 10-24 who are incarcerated offenders, probationers, or other youth with high-risk factors (school failure, delinquency, and poverty), living in Salinas with the goals to 1) reduce violent crimes among probation youth and 2) to reduce recidivism among participants in an employment/job training program. Rancho Cielo provided training and instruction to address employment and education deficits, which are among the "central 8" criminogenic needs through the 'Tiny Home' Construction Project. The objectives of the program included recommendations for employment, maintaining employment within one year of program completion and reporting high level of program satisfaction. California Youth Outreach Re-entry Assistance for Determined Youth (READY) Program uses evidence-based practices based on the Risk-Need-Responsivity model that posits that the level of offender treatment should respond to each offender's individual level of risk for recidivism, address the offender's criminogenic needs, and be responsive to individual through the provision of intensive case management, to include the development of an individual service plan, participation in cognitive behavioral group sessions, service linkage and navigation, home visits, one-on-one coaching, family intervention education, and opportunities for pro-social activities. As an additional component to the READY program, Partners for Peace also delivered the evidence-based Strengthening Families Program which is designed to increase protective factors and reduce risk factors for behavioral, emotional, academic, and social problems and has been shown to reduce behavior problems of high-risk youth and improve family relations, communication, and organization (Kumpfer & Magalhaes, 2018). The objectives of the READY program include improving the ability to resolve conflict without violence, increasing Risk Avoidance, Protective, and resiliency Assets, increase participation in pro-social activities and improving problem solving skills amongst Strengthening Families program participants. The implementation activities relative to program goals and objectives were monitored and reported by evaluators from County of Monterey Health Department.

Challenges included reduction in enrollment and delays in program implementation activities directly resulting from stay-at-home orders in response to the COVID-19 Pandemic, history of gang involvement contributed to lower participation rates in pro-social activities and increase staffing turnover rates at the organizational level. Staff pivoted strategies to connect with youth utilizing hybrid learning environment as part of COVID-19 health and safety efforts and provided more one-on-one or smaller group prosocial activities to reduce fear and increase access to services.

Major successes include total enrollment of 408 youth participants, largely Hispanic- White (80%) males (83%), between the ages of 13-17 (73%). Of all program participants 25% documented successful completions, majority (96%) including first time participants. Of those who successfully completed the program, 17% engaged in mental and behavioral health services and 14% in life services.

While program implementation efforts were successful in reducing crimes and recidivism in youth served, conclusions relative to the larger population of Salinas cannot be drawn. Overall crime in Salinas continues to be an issue worth addressing through the continued focused efforts on youth ages 10-24.

Local Evaluation Report

A. Project and Evaluation Background

Salinas, the seat of Monterey County, ticks all three indicators of a city disproportionately impacted by violence as defined by AB 1603. In four of five years between 2009 and 2013, Monterey County was identified as "the most dangerous county in California" for youth aged 10 to 24 due to the homicide victimization rate (Langley & Sugarman, 2015). The City of Salinas responded with a coordinated violence reduction strategy following Department of Justice's Prevention, Intervention, Enforcement, and Re-Entry (PIER) approach. The strategy is shepherded by the Community Alliance for Safety and Peace (CASP) co-chaired by the Mayor of Salinas and District 1 County Supervisor.

Coordinated efforts have led to positive outcomes with the annual number of homicides and shootings decreasing since 2015. In 2018, there were 19 homicides in Salinas, 358 robberies, and 564 aggravated assaults, and an overall Part I violent crime rate of 643 per 100,000. One year later, there were 9 homicides, 241 robberies, and 541 aggravated assaults, and an overall Part 1 violent crime rate of 496 per 100,000: still well above the state and national averages. Salinas youth are overwhelmingly represented as both victims and suspects in shootings. In 2016, half of the shooting victims were 24 or younger, and 11% were juveniles under 18. Among known suspects, 58% were 24 or younger and 14% were juveniles. Our youth are at high-risk for becoming involved in violent crime and gangs. It has been estimated that at least 3,500 gang members live in Salinas and belong to one of 22 gangs. Most affiliate as Nortenos or Surenos and running conflicts between "red and blue" underlie much of the violence. The conclusions of a Problem Analysis of homicides and shootings covering 2010-2013 indicated that Salinas's long-standing violence problem is gang violence perpetrated primarily by Hispanic males in their late teens and early 20s with extensive criminal histories (Roehl *et al.*, 2014). Violent crime was found to be concentrated in East Salinas, among our poorer neighborhoods. In 2019, 600 Salinas teens who are part of a NIH cohort study reported gang membership at 2-3% of youth in grades 8 to 10. However, gang exposure through friends was reported by 18 to 21% of the same youth (Minnis *et al.*, 2020).

Service gaps for high-risk youth are evident. At community forums during the development of a strategic plan for violence reduction, community members reported there are not enough intervention services for youth and a substantial lack of parental education resources (CASP, 2013). CASP updated its listening sessions/focus groups in 2017. Gang-impacted and foster youth said the top three things "Salinas needs to help teens succeed" were affordable housing/homeless shelters, support for education, and jobs and job training (CASP, 2017).

To address these problems and service gaps and to reach the goal of reduced recidivism, the target population for the project are youth aged 14 to 24 who are incarcerated offenders, probationers, or other youth with high-risk factors, particularly school failure, delinquency, and poverty. The target youth may live anywhere in the city, but most will likely reside in East Salinas and come from Hispanic/Latino families.

Each year, the project aims to serve up to 90 very high-risk youth through the proposed project as well as up to 80 of their parents or caregivers, for a total 510 people directly served over the 33-month project period. Risk of youth are determined by partner organization's initial risk assessment tools, review of school and probation records. During the initial screening process by program partners, overall risk will be identified based on factors not limited to but including individual records of school failure, delinquency, and poverty. Base on results of risk factors and needs assessment, youth will be triaged to appropriate services. The proposed activities for enrollees aim to fill some of the identified service gaps for this population and include training for skilled employment, academic instruction to achieve a high school diploma, re-entry case management and support services, cognitive behavioral classes, parent education, and other supports. Youth recruitment approaches will vary depending on the program partners. Eligibility criteria to participate in the program includes youth who are in the juvenile justice

system, referred into the program by the Juvenile Hall, or those at-risk, defined as individuals experiencing school failure, delinquency, and/or poverty, residing in Salinas, CA.

Three community-based organizations with long records of service to the community and strong ties to the target population will be implemented the strategies being evaluated. Rancho Cielo is a non-profit comprehensive learning and social services center established in 2000 which will provide high-risk youth with the opportunity to achieve a high school diploma and acquire construction skills by building a tiny home. California Youth Outreach has been reaching out to incarcerated youth and their families for over 30 years and will expand its evidence-based re-entry program for gang-impacted and gang-affiliated youth offenders. Re-entry services will include parent education provided by Partners for Peace; a 26-year-old non-profit focused on building strong families for a peaceful community.

Each year, Rancho Cielo will provide up to 30 of the target youth with training and instruction to address employment and education deficits, which are among the "central 8" criminogenic needs through the 'Tiny Home' Construction Project (Andrews & Bonta, 2010). The eligibility criteria for participants are: 16 to 24 years of age, not a high school graduate, meets Workforce Investment Act income eligibility requirements, at-risk (low income, drug use, gang involvement, truancy, etc.), and willingness to follow program rules. Many of them will be referred by the Probation Department or through its Silver Star Youth program. The program will run in 10-month cycles from September 1, 2020, to June 30, 2023.

California Youth Outreach (CYO) Re-entry Assistance for Determined Youth (READY) Program in Salinas will annually reach 60 of the highest risk, gang- impacted and gang affiliated offenders aged 14-19 in Juvenile Hall and the Youth Center and up to 80 of their parents/caregivers. The READY Program uses evidence- based practices based on the Risk-Need-Responsivity model that posits that the level of offender treatment should respond to each offender's individual level of risk for recidivism, address the offender's criminogenic needs, and be responsive to individual. The READY Program will serve youth annually through intensive case management, to include the development of an individual service plan, participation in cognitive behavioral group sessions, service linkage and navigation, home visits, one-on-one coaching, family intervention education, and opportunities for pro-social activities. Half of the youth will be from Juvenile Hall and half from the Youth Center. The program will run from October 1, 2020, to June 30, 2023.

Partners for Peace will deliver another key READY Program component, the evidence-based Strengthening Families Program (SFP). It was originally designed in 1982 for high-risk children and has been adapted and repeatedly rigorously evaluated with successful results for the past 30 years (Kumpfer *et al*, 2008). SFP is designed to increase protective factors and reduce risk factors for behavioral, emotional, academic, and social problems and has been shown to reduce behavior problems of high-risk youth and improve family relations, communication, and organization (Kumpfer & Magalhaes, 2018). It is endorsed by OJJDP and SAMHSA. This component will be delivered from December 1, 2020, to May 30, 2023, in 7-week cycles, totaling to 4 cycles per year.

Monterey County Health Department (MCHD) will gather data for progress reports and program evaluation from Rancho Cielo and California Youth Outreach (CYO). The process and participant outcome evaluation data will be reported quarterly, and long-term outcomes will be reported annually and used to track progress towards program goals, identify trends, and be used for program continuous quality improvement. All questions asked will be equally as important in tracking program progress towards objective and goals, identifying trends in data, and identifying need for modifications. The individual participant level outcomes will be analyzed across each organization. It will include tracking program enrollment, participation, completion rates, education, and recidivism rates. The primary individual outcomes are well aligned to program's objectives and goals. The evaluation plan uses a mixed-methods non-experimental evaluation approach, which will include descriptive and correlational design.

Based on the program's goal to 1) To reduce violent crimes among Probation youth in the City of Salinas and 2) To reduce recidivism among participants in an employment/job training, general questions the evaluation intends on addressing are:

1. How many participants are there in each program?
2. Was the program(s) implemented with fidelity?
3. What are the rates of completion amongst all enrolled participants?
4. What are the satisfaction levels of participants of the Construction Program?
5. Was there a significant increase in reported ability to resolve conflict without violence after participation in the READY Program?
6. Was there a significant increase in reported family support and connectedness by youth after participation in Strengthening Families?
7. Was there a significant difference in percentage of participants who have re-offended or offended for the first time, between those who complete the Construction program?
8. Was the READY program able to significantly reduce recidivism amongst participants who completed the program?
9. What are the rates of homicide in youth, ages 10-24 in Salinas, CA?
10. What are the rates of youth-involved violent crime ages 10-24 in Salinas, CA?
11. What are the rates of youth-involved violent assaults, ages 10-24 in Salinas, CA?
12. What are the rates of shootings, involving youth, ages 10-24 in Salinas, CA?

B. Project Logic Model

Inputs/Resources	Activities/Services	Outputs	Outcomes and Impacts
<p>Planning/Service Partners</p> <ul style="list-style-type: none"> California Youth Outreach (CYO) Coordinating & Advisory Council of CalVIP Monterey County Health Department (MCHD): Administration Bureau Partners for Peace Rancho Cielo 	<p>Programs and Services</p> <ul style="list-style-type: none"> Construction Academy <ul style="list-style-type: none"> Academic Instruction (High School Diploma, College Preparation) Tiny Home Construction Program (employment/career training and skill development) Re-entry Assistance for Determined Youth (READY) <ul style="list-style-type: none"> Cognitive Behavioral Intervention (CBI) Intensive Case Management (ICM) Strengthening Families (SFP) Thinking for a Change (T4C) Pro-social activities 	<p>Enrollment</p> <ul style="list-style-type: none"> Up to 30 youth, ages 16 to 24, annually into Construction Academy. Up to 60 youth, ages 14 to 19, annually into READY program. <ul style="list-style-type: none"> 15 youth per cycle of T4C 60 youth per year in ICM Up to 80 parents/caregivers annually through SFP 	<p>Participant Outcomes</p> <ul style="list-style-type: none"> Decreased first time offenses and re-offense rates Increased family support and connectedness Increased preparedness for college Increased attendance in pro-social activities Increased youth employment rates within 1 year of program completion Improved conflict resolution skills Improved problem-solving skills Improved risk avoidance, protective and resiliency assets
<p>Referral Partners</p> <ul style="list-style-type: none"> Juvenile Hall Probation Department Silver Star Youth program Youth Center 		<p>Service Receipt</p> <ul style="list-style-type: none"> Construction Academy <ul style="list-style-type: none"> Half day of academic instruction over each 10-month period Half day of skill building and career preparation over each 10-month program READY <ul style="list-style-type: none"> Individual Sessions of CBI 36 hours of ICM per individual per 12-month period 4 quarters of 7-week cycles of SFP annually 2 cycles of 4-week Booster Sessions per year annually 4 cycles of 1-hour weekly sessions for 8 weeks of T4C for Juvenile Hall Youth 4 cycles of 1-hour weekly sessions for 8 weeks of T4C for Youth Center Youth 	<p>System Level Outcomes</p> <ul style="list-style-type: none"> Increased number of target youth served Increased high school graduation rates Increased rates of vocational completion rates Increased completion of CBI Increased participants completing ICM Increased parent/caregiver participation in SFP Increased attendance in pro-social activities High levels of satisfaction of program (Rancho Cielo) Reduce Recidivism among participants in a job training program
<p>Funding</p> <ul style="list-style-type: none"> Board of State and Community Corrections (BSCC) California Violence Intervention and Prevention Program Community-based organization partners CASP 	<p>Supports</p> <ul style="list-style-type: none"> Career Development <ul style="list-style-type: none"> Career Portfolio Employment Referrals High School Diploma 		
<p>Staffing</p> <ul style="list-style-type: none"> CYO <ul style="list-style-type: none"> Youth Intervention Specialist Partners 4 Peace: SFP staff Rancho Cielo <ul style="list-style-type: none"> John Muir Charter School instructors Vocational Instructor-General Contractor Case Manager/Program Coordinator 	<p>Dosage and Duration</p> <ul style="list-style-type: none"> Construction Academy <ul style="list-style-type: none"> Tiny Home Construction Program offered 10-months per year, from September 1, 2020 to June 30, 2023 with open enrollment during this time. READY <ul style="list-style-type: none"> T4C offered quarterly at Youth Center & Juvenile Hall from October 1, 2020 to May 30, 2023 Individual sessions of CBI ongoing from October 1, 2020 to June 15, 2023 ICM ongoing from October 1, 2020 to June 15, 2023 SFP cycles in 4 per year from December 1, 2020 to May 30, 2023 Multiple opportunities for free pro-social activities to utilize at their leisure from October 1, 2020 to June 30, 2023 	<p>Exit/Completion</p> <ul style="list-style-type: none"> At least 18 Construction Program participants will be "recommended" for employment by program staff annually At least 24 participants in Youth center completing the "Thinking for a Change" (T4C) Program At least 36 Juvenile Hall participants receiving Cognitive Behavior Intervention (CBI) annually At least 36 hours of Intensive Case Management (ICM) completed by all READY participants At least 42 participants will complete at least 3 pro-social activities annually At least 45 participants enrolled in SFP will complete program annually 	<p>Impacts</p> <ul style="list-style-type: none"> Decrease percentage of shootings in ages 10-24, city-wide Decrease rate of youth-involved homicide Decrease rate of youth-involved violent assaults Decrease rate of youth-involved violent crime
<p>Equipment/Materials</p> <ul style="list-style-type: none"> Classroom equipment (inc. computers for virtual learning) Construction Program space for 200 sq. ft tiny home. Enrollment Roster Employment Recommendation log FBI Uniform Crime Report Fidelity checklists 	<ul style="list-style-type: none"> Lesson plans Participation Log Probation data log RPRA Surveys SFP Pre-test post-test U.S. Census data Youth, Staff, and Parent Satisfaction Surveys 		

C. Process Evaluation Method and Design

The project implementation by Rancho Cielo will occur from September 2020 to June 2023. Implementation by CYO will occur from October to June 2023. Both organizations will implement strategies as planned, including CYO's partnership with Partners of Peace to implement Strengthening Families Program (SFP). Classes will be modified to accommodate for requirements for social distancing as needed in response to COVID-19 pandemic. This includes implementation of smaller class sizes and virtual learning sessions.

Implementation will be monitored for progress on a quarterly basis through data reporting and analysis. Modifications will be made based on needs identified by Rancho Cielo and CYO. Documentation of modifications and causes leading to modifications will be reported as part of the program plan in determining challenges, as necessary.

Participant outcome data will be gathered to measure the impact of the employment/job training program, intensive case management of construction program participants and re-entry program youth, cognitive behavioral intervention, Thinking for a Change, and the Strengthening Families Programs. READY Program "Completers" are defined as youth who have received eight hours of cognitive behavioral intervention, Intensive Case Management for at least 36 hours, completed Strengthening Families Program, and successfully discharged by Probation. Strengthening Families Program completers are defined as youth or parents completing six of the seven sessions. Number of participants eligible to receive high school diplomas and vocational training certifications will also be measured.

In our process evaluation we will measure activities such as number of participants, satisfaction surveys completed, fidelity checks completed, the number of prosocial opportunities attended, service receipt and program attendance (high school education, construction training, group or individual cognitive behavioral intervention, Strengthening Families Program education, and case management).

Throughout quarterly monitoring of data outcomes, trends in each program's reach and ability to meet objectives will serve as a basis to identify key challenges throughout implementation. For the goal to reduce violent crimes among Probation youth in the City of Salinas and to reduce recidivism among participants in an employment/job training program, analyses of data collected throughout the program will look for trends relative to objectives identified on an annual basis. All challenges and successes will be documented by Rancho Cielo and CYO and reported to MCHD on an annual basis.

To identify promising practices, activities will be closely monitored to assess their contributions to ability to meeting or exceeding the goals of the program. This includes identifying each program's ability to reach the project's intended target audience, at least 510 youth in a 33-month period. Using Fidelity Checklists and various evaluation data, the program's implementation techniques by partners will be analyzed for the potential to be implemented and sustained over time.

All process data will be collected from Rancho Cielo and CYO and analyzed using a Microsoft Excel Spreadsheet and SAS Enterprise Guide 7.1. The process data will be reported and shared in meetings and through quarterly reports to BSCC.

D. Outcome (and Impact) Evaluation Method and Design

The impact of the programs will be measured using short and intermediate outcomes as outlined in the logic model. The Outcome Evaluation will measure progress in meeting the following Goals:

1. To reduce recidivism among participants in an employment/job training program
2. To reduce violent crimes among Probation youth in the City of Salinas.

RANCHO CIELO

Rancho Cielo Construction Academy will be evaluated using a using a non-experimental design, including descriptive analysis by tracking changes in participant progress over time. The baseline year for tracking progress over time will be program year 1 (2020-2021). Comparison groups will be all program years thereafter until 2023. The impact of the program will be assessed via participant and system level outcomes, as outlined in the Logic Model. Correlation design approach will be used in the analysis to evaluate program outcomes and impact.

Data on program attendance, graduation, program completion, recommendations for employment, program satisfaction, employment, probation violations, and arrests for young adults for those involved in Rancho Cielo's Tiny Home program will be collected from Rancho Cielo staff. The participant outcome data will be gathered throughout program participation and six months and twelve-month post-program participation, to track participants' employment success post program.

Data will be analyzed relative to the following program objectives:

1. 60% of all Construction Program participants will be "recommended" for employment by program staff, during the period starting December 2020 and ending December 2022.
2. 60% of Construction Program participants will report having a job within one year of program completion, during the period starting December 2020 and ending December 2022.
3. At least 80% of Construction Program participants, surveyed by designated RCYC staff will report high levels of satisfaction with guidance received from their Case Managers, measured every 6 months, during the period starting December 2020 and ending December 2022.

By June 30, 2023, the following questions will be answered to measure the programs' contributions to violence reduction:

1. Was there a significant difference in the percentage of participants who have re-offended or offended for the first time, between those who complete the Construction Program and those who began the Construction Program but did not complete the program, within 24 months?

CALIFORNIA YOUTH OUTREACH (CYO)

The Thinking for a Change (T4C) and Strengthening Families Program's impact and outcomes will be evaluated using a non-experimental design, tracking changes in participant progress over time. The baseline year for tracking progress overtime will be program year 1 (2020-2021). Comparison groups will be considered all program years thereafter until 2023. The impact of the program will be assessed via participant and system level outcomes, as outlined in the Logic Model. The participant outcomes are self-reported changes in attitudes, knowledge, and/or skills. For participant outcomes, data will be collected quarterly from each program, submitted to the evaluators using tracking sheets, participant records, fidelity checklists, and survey data.

READY Program 'Completers' are defined as youth who have received eight hours of cognitive behavioral intervention (CBI), intensive case management for at least 36 hours (ICM), completed Strengthening Families Program (SFP), participated in pro-social activities, and successfully discharged by Probation.

Partners for Peace Strengthening Families Program completers are youth and parents completing six of the seven sessions. The Program conducts post-program surveys that gather parents' views of their parenting skills and changes in their children's behavior. While the parent evaluations are done post-participation, parents are asked to rate their abilities and knowledge "before" the program as well as "now," after the program, resulting in pre/post evaluations.

Data will be analyzed from CYO relative to the following objectives:

1. 50% of participants will improve their ability to resolve conflict without violence, because of at least 24 participants completing the "Thinking for a Change" (T4C) Program and at least 36 participants receiving Cognitive Behavior Intervention (CBI).
2. 70% of 60 participants will increase Risk Avoidance, Protective and Resiliency Assets (RPRA), after completing at least 36 hours of Intensive Case Management (ICM).
3. 75% of 60 participants completing the Strengthening Families Program (SFP) will indicate improvement in problem solving on the youth retrospective self-evaluation.
4. 70% of 60 participants will participate in at three pro-social activities, such as a city recreational program, during their leisure time.

By June 30, 2023, the following questions will be answered to measure the programs' contributions to violence reduction:

1. Was the youth re-entry program able to significantly reduce recidivism among program "Completers" over a 24-month period?

IMPACT

System level and impact outcomes will be collected from recidivism data among participants in the job training program, de-identified police report on homicides and violent assaults of youth, FBI Uniform Crime Reports for violent crime, and US Census data for population data to calculate rates. The outcome data will reveal the impact of evidence-based programs on Salinas violence and analyze whether the program results contributed to changes in long-term outcomes, such as homicides and youth-involved violent crime.

Using SAS Enterprise, qualitative and quantitative data will be aggregated and reported using mixed formats, including visualizations with a supporting narrative. A full description of the numerators and (if applicable) denominators, associated sources, and reporting mechanisms are shown in attached numerators and denominators table ([Table 2](#)).

The Final Local Evaluation Report will be written in mid-2023 and summarize activities and outcomes of the proposed strategies and include achievements and challenges of implementation. It will be reviewed by the participating program partners, Coordinating and Advisory Council, and made available to CASP and the public.

E. Timeline and Reporting

Beginning May 2021, the program will begin with an evaluation of the activities by Rancho Cielo and California Youth Outreach ([Table 1](#)) with data collected by outcome and program ([Table 2](#)) and report developed by MCHD staff ([Table 3](#)). The first report will be presented using the first two quarters of data available (October 2020 to March 2020). Thereafter, process and intermediate measures will be reported every three months until August 2023. Annually, long-term measures will be analyzed for trends. The final local evaluation plan will be presented in December of 2023. All data will be disseminated through written reports and presented at meetings. For further details, refer to [Table 4: Evaluation Activities Timeline and Work Plan](#)

F. Dissemination

The evaluation team is responsible for the write ups and presentation of results City of Salinas will also present updates to CASP and County of Monterey Board of directors. Crime statistics, including percentage of shootings in ages 10-24 citywide, rate of youth-involved homicide, rate of youth-involved violent assaults, and rate of youth-involved violent crime will also be made available to the public via [DataShare Monterey County](#), an online data-sharing platform, managed by County of Monterey Health Department. The dissemination of data is a key component in tracking the program's success, in addition, the inclusion of [data](#) in a public-facing platform, such as DataShare, makes it easier for program partners to utilize data utilized for program sustainability efforts.

G. Evaluation Results

DESCRIPTION OF CHANGES

Data Collection

Once data collection methods were developed by evaluator and approved by program partners, there were no changes to the data collection during the program implementation period by the evaluator. There were also no changes or modifications to the evaluation outcomes during the program period by the evaluator.

Staffing Changes

The Chronic Disease Prevention Coordinator (CDPC) position at County of Monterey Health Department was not filled throughout the grant period. In lieu of this staff change, the Epidemiologist, Roxann Seepersad, took on the responsibility of the collection of completed checklist, surveys, and data entry from program partners, production of charts and tables, the evaluation reports, and submission of quarterly reports. After assisting with the evaluation plan development, Linda McGlone, retired from County of Monterey in October 2021. In lieu of a pro-bono position after Linda's retirement, Jose Arreola, City of Salinas, worked to provide the police data to the evaluation team. Program partners, Rancho Cielo and California Youth Outreach saw changes in staff with multiple turnovers throughout the grant period. While California Youth Outreach maintained lead staff, in June 2022, the leads for Rancho Cielo shifted. Since June 2022, Rancho Cielo continued to experience staffing changes impacting both abilities to implement and collect essential data in an accurate and timely manner.

EVALUATION FINDINGS

Overview:

Enrollment, exits, and program services were collected from program partners on a quarterly basis with opportunities to clean data and resubmit for accuracy. Any changes in the program should have been reported to County of Monterey Health Department program evaluators in a timely manner as part of the program fidelity. While there was no fidelity checklist, during monthly meetings partners were provided the opportunity to express successes, challenges, and report any other findings. Reports were submitted to Board of State and Community Corrections on a quarterly basis. All data were collated and utilized for annual reports presented to County of Monterey Board of Supervisors and CASP Board of Directors.

There was a total of 408 participants in the program reporting period. Rancho Cielo enrolled 91 participants while CYO enrolled the remaining 317. Enrollment into the program was voluntary for 83% of participants. Most participants were Hispanic - White (80%) males (83%), between the ages of 13-17 (73%). Of all program participants, 64% had a documentation of exiting the program by June 30, 2023. Of those who exited the program, 25% documented successful completions. Majority (96%) of successful completions were first-time participants. The top reason (16%) for unsuccessful exits was noted to be “services deemed not appropriate”, followed by incarceration (14%). Data related to the rates of incarceration prior to the implementation activities are not available for direct comparison.

Goal 1

Rancho Cielo’s Tiny Home Construction program implementation activities are related to reaching the goals to reduce recidivism among participants in an employment/job training.

Rancho Cielo objective aimed to recommend 60% of all Tiny Home Construction program participants for employment by December 2022. However, it was found during the implementation process, recommendations for employment were only completed at the time of or after a successful completion from the program. Therefore, a better fit for this objective would have been to analyze recommendations for employment in those who successfully completed the program. As a result of the way the objective was written, this objective was not met. Of all enrolled participants, 28% were recommended for employment. If we were to analyze of those who successfully exited the program, this objective would have been met, as 85% of those who exited the program were recommended for employment.

Rancho Cielo second objective also aimed to have 60% of Construction Program participants to report having a job within one year of program completion, during the period starting December 2020 and ending December 2022. However, this objective was not met. Findings revealed of all Construction Program participants, less than 19% reported having a job within one year. It is also important to note, that follow-up at six-month still would have resulted in low employment rates, with 29% of all program participants employed at time of six-month follow-up. Like the previous objective, the collection of data includes a denominator of all program participants. However, follow-up was only completed for those who successfully completed the program. In many cases, participants were lost to follow-up making this objective difficult to meet.

On the other hand, the only objective met by Rancho Cielo is to have at least 80% of Construction Program participants, surveyed by designated RCYC staff will report high levels of satisfaction with guidance received from their Case Managers, measured every 6 months, during the period starting December 2020 and ending December 2022 was met. For Rancho Cielo satisfaction level of Tiny Home construction program participants were collected via a survey utilizing a Likert Scale (0 being not satisfied at all and 5 extremely satisfied). While Rancho Cielo documented 43 first time exits, with 24 successful completions, there were 32 surveys collected throughout the grant reporting period. Of the 32, 83% reported high levels of program satisfaction. In addition to overall high levels of program satisfaction, most participants reported field trips and building or construction activities during class were the most enjoyable. On the other end, students reported the “better staff”, and “better facilities” would enhance the overall learning experience. Knowledgeable and helpful staff increased likelihood of connecting to

academics and completing the program overall.

Evaluation efforts failed to determine whether there was a significant difference between the percentage of Tiny Home Construction Program participants who re-offended or offended for the first time through comparing those who completed the program and those who began but did not complete the program within 24 months. Due to data collection limitations this analysis was not completed. While recidivism data is available for participants while enrolled, collection did not allow for data in participants who exited the program for other reasons. It is important to note many participants did not have a documented probation violation, re-offense, or new offense at the time of enrollment. However, in some (18%) circumstances enrollees documented probation violation, re-offense, or new offense while enrolled and receiving services. On the other hand, of those successfully completed the program, less than 1% reported offense or re-offense at time of 12-month follow-up.

Goal 2

California Youth Outreach READY program implementation activities are related to reaching goals to reduce violent crimes among Probation youth in the City of Salinas.

CYO aimed to have 50% of participants report an improvement in ability to resolve conflict without violence with at least 24 participants completing "Thinking for a Change" (T4C) Program and at least 36 participants receiving

Cognitive Behavior Intervention (CBI). Results revealed 45% of participants reported an increase in ability to resolve conflict without violence in at least 24 participants completing T4C and at least 36 participants receiving CBI. During the implementation period, there were a total of 240 participants receiving T4C, and 104 participants receiving CBI, of which 89 received both T4C and CBI.

CYO also aimed to have 70% of 60 participants will increase Risk Avoidance, Protective and Resiliency Assets (RPRA), after completing at least 36 hours of Intensive Case Management (ICM). There were 55 participants completing 36 hours of ICM, resulting in 11% with increased RPRA.

Another aim of CYO included 75% of 60 participants completing the Strengthening Families Program (SFP) will indicate improvement in problem solving on the youth retrospective self-evaluation. Results revealed 32% of 60 participants completing the Strengthening Families Program (SFP) indicated

improvement in problem-solving on the youth retrospective self-evaluation.

Finally, CYO's objective aimed to have 70% of 60 participants will participate in at three pro-social activities, such as a city recreational program, during their leisure time. However, 5% of all participants will participate in at least three pro-social activities, such as a city recreational program, during their leisure time by the end of this reporting period.

The program aimed to evaluate the whether the rates of recidivism amongst participants who completed READY over a 24-month period was noted. However, rates of recidivism were not completed in a way to complete this analysis for trends over time. However, overall, 60% of program

participants who completed the program did not have a probation violation, offense, or re-offense at time of enrollment and maintained this status at time of exit. Unfortunately, 30% of participants completing the program experienced a new offense while enrolled in the program. Overall, given the data provided, it is reasonable to note did not significantly reduce recidivism rates amongst those who completed the program. On the other hand, there were positive increases noted in ability to resolve conflict without violence after participation in READY program.

Survey data was utilized to collect data on ability to resolve conflict without violence after participation in READY and reports of family support and connectedness by youth after participation in SFP. While there were notable reports (32%) of ability to resolve conflict without violence after participation in READY program, the test of significance is not possible. The objective related to this measure did not specify the comparison group. In addition, there were notable reports (93%) of increased family support and connectedness after participation in SFP, the test of significance is not possible. The objective related to this measure did not specify the comparison group. Therefore, this analysis is limited in its ability to provide a robust conclusion.

Long-term results

While the program implementation focused on reduction of recidivism in program participants, the program also monitored overall rates of violence, in youth ages 10-24, throughout the city of Salinas over time. Despite violence prevention and intervention efforts, rates of violence increased over the grant period. However, it is important to note the programs reach relative to the total youth population is relatively small and may have had little impact if any at all on the overall rates. There are many confounding factors which were unaccounted for in the review of long-term results relative to program efforts.

Indicator	2020	2021	2022
Rates of homicide in youth ages 10-24 in Salinas, CA ¹	1.08	1.61	1.88
Rates of youth-involved violent crime ages 10-29 in Salinas, CA ^{2*}	-	-	69.89
Rates of youth-involved violent assaults, ages 10-24 in Salinas, CA ³	91.69	98.41	119.64
Rates of shootings, involving youth, ages 10-24 in Salinas, CA ⁴	1.21	1.41	0.99
<p>Note 1: Rates reported per 10,000 population. Note 2*: Rates of youth-involved violent crime are reported to age 29 as reported by California Department of Justice Open-Source Data. In addition, data was not available by age group for 2020-2021.</p> <p>Source References: ¹ Salinas Police Department, ² California Department of Justice Open-Source Data, ³ Salinas Police Department, ⁴ Salinas Police Department</p> <p>Table by County of Monterey Health Department, Planning, Evaluation and Policy Unit. October 2023.</p>			

H. Discussion of Results

EFFECTIVENESS OF IMPLEMENTATION STRATEGIES

While programs pivoted to online environments, when possible, technology access and low digital literacy levels limited program participation. When allowed to return to in-person activities, COVID-19 illness led to higher than usual absenteeism. Gang involvement also posed as a challenge. Program participants avoided or were hesitant to attend pro-social activities for safety reasons. To overcome barriers during the implementation process, staff pivoted strategies to connect with youth through focused one-on-one or smaller group pro-social activities, increasing access to guest speakers, and utilizing hybrid learning environment as part of COVID-19 health and safety efforts.

Data collection during implementation was also a notable challenge as staffing turnover occurred. Program partners had several staffing turnovers which led to delays in reporting. This especially occurred after the seventh quarter of reporting. While it is unclear what led to the turnovers, the data was impacted as a result. While this did not impact the overall effectiveness of implementation strategies, it may impact the ability to accurately report on the work completed by program partners.

Despite the data collection and evaluation challenges, however, the reports reveal implementation activities had positive impact on youth in Salinas, CA.

LIMITATIONS

A first and key limitation of the evaluation is the design of the objectives. While the information followed a SMART format, the data collection and evaluation proved to be challenging. This is particularly true when testing for significant changes. Evaluation efforts could not complete test of significance since the objectives did not specify the comparison group or data frame.

Another limitation is known staffing challenges which led to discrepancies and delayed reporting. The data within this report requires revisions and thorough review by program partners for accuracy and finalization. It is apparent tracking exits per participant without the use of identifiers are limiting in both data collection and analysis. As staff changes occurred within program partner organizations, time to extract data and report data were delayed. At other times, the data contained inconsistencies impacting overall results. Due to staff challenges at the evaluation level, time constraints limited efforts to aid program partners with efforts to clean and better report data. Robust evaluation processes and meaningful statistical analyses are limited as a result.

While learning environments may have included technology in response to COVID-19, the ability to participate and collect data utilizing technology were limited at times. Participants either missed course or did not complete due to technology challenges. Again, staff without adequate training on utilizing technology tools, such as data collection and reporting software, were apparent. These challenges limited participation and success rates at the programmatic level. It also impacted the quality in which the data were collected and reported by staff.

LESSONS LEARNED

A lesson learned is to develop data collection tools with details as early as possible. This may include developing guides on collecting data items and tracking indicators throughout the implementation period. A fidelity checklist specific to data items may be useful in future reporting. Another lesson

learned is the ability to pivot to challenges to continuously meet the needs of the program is key. Increasing digital literacy levels both at staffing and student levels can contribute to success of the program. During this phase it is also important to review the goals and objectives for specificity. While no changes were made to the initial objectives and goals, predetermined without evaluator present, it is worthy to have an epidemiological input prior to finalization. Evaluators can utilize knowledge and experience to enhance data collection and evaluation processes, even in the planning phases of a program.

Strategies to continue to reach high-risk youth impacted by violence through pivoting and tailoring approaches is another notable lesson. Learning strategies from adaptability of program partners to continue to reach the youth is key. For example, tailoring pro-social activities to address individual needs is one excellent example of a lesson learned that can be used by others. Offering online options and utilizing guest speakers to connect youth to educational and training resources is another great example of a lesson learned.

Finally, from an evaluation standpoint, learning to better monitor data is important. The findings especially related to exit data are limited due to time-constraints and inconsistent data reporting efforts as staff turnovers occurred. Learning to maintain checks and balances will improve future reports.

RECOMMENDATIONS

Overall, program partners have implemented the program with great fidelity despite challenges. Participants have reported high levels of program satisfaction with low rates of recidivism and increase use of services in the community.

A recommendation for future reporting, determined from review of initially developed objectives would be to include specifications of how the data would be collected and analyzed. A recommendation for future report is to ensure it is possible to capture offenses and re-offenses of all program participants, regardless of completion status. This recommendation comes after a challenge collecting juvenile records and rates of offenses or re-offenses in participants who did not exit the program successfully. Otherwise, a shift in evaluation to analyze the difference in offenses at time of enrollment versus time of exit would potentially be more feasible.

A recommendation for collection of recidivism data would be to continuously track probation violations, re-offense, or new offenses on an ongoing basis. Analysis stratifying the three areas could potentially lead to focused implementation. For example, if a high-risk individual with no history of probation violation, re-offense, or new offense is enrolled, program staff can tailor approaches around prevention during and after implementation period.

Overall recommendations for future evaluation would be to analyze data at time of enrollment compared to time of exit. This recommendation comes after noting challenges with follow-up at 12-months post program completion. Analyses as such would contain results relative to acute program impact that may be useful for sustainability.

Grantee Highlight

CITY OF SALINAS CALVIP COHORT #3



Enrolled 408 participants



49% of all exits with successful outcomes

36% decrease in first time offense and re-offense

6% increase in employment rate

12% increased RPRA

20% increase in problem solving skills

6% increase in problem solving and conflict resolution skills

28% increase family and social support

13% increase in college preparedness



Appendices

Table 1: Data Collection Table: How will the data be collected?

Type of Information/Data	Data Collection Method	Evaluation	Timing	Data Collector
<i>What information will be collected?</i>	<i>How will partners collect the data?</i>	<i>From what source or from whom will data be collected?</i>	<i>When will data be collected?</i>	<i>Who will collect the data?</i>
Rancho Cielo (September 2020-June 2023)				
Participant Information (age, race, ethnicity, start date, end date, probation officer)	Enrollment Roster	Enrollment Roster	At time of participant enrollment	Program Coordinator/Case Manager
Level of Satisfaction	Brief survey conducted with Case Manager's Guidance	Satisfaction Survey	6 months post program completion	Program Coordinator/Case Manager or Recruitment Coordinator
Number of recommendations for employment by staff	Log of recommendations tracked by program staff	Employment Recommendation Log	At time of program completion	Case Manager
Number of Career Portfolio completed	Log of completed Career Portfolios	Participation Log	At time of program completion	Case Manager
Number of Construction Program completers who have a job	Log of career data collected	Employment Recommendation Log	6 and 12 months after program completion	Recruitment coordinator
Rate of probation violation amongst all participants.	Log of probation violation	Probation data log Enrollment Roster	At time of participant enrollment	TTVC Program Director or Deputy Director
Rate of new offenses throughout program participation period of all participants with a probation status of "yes" at time of enrollment.	Log of probation violation Self-reports by participants	Probation data log Enrollment Roster	During program participation	Program Coordinator/Case Manager

Percentage of Youth earning a high school diploma	Log of graduates with a high school diploma	Enrollment Roster Participation Log	At time of program completion	Program Coordinator/Case Manager
Percentage of youth earning a vocational program completion certificate.	Log of graduates with a completion certificate.	Enrollment Roster Participation Log	At the time of program completion	Program Coordinator/Case Manager
CYO (October 2020- December 2023)				
READY Participant Information (including race, ethnicity, age)	Program Enrollment Log	Enrollment Roster	At time of enrollment	CYO Data Reporting Specialist
Number of Thinking for a change (T4C) Participants.	Log of attendance	Participation Log	During program participation	CYO Data Reporting Specialist
Number of participants in Strengthening Families Program (SFP).	Summary from records	Participation Log	During program participation	Partners 4 Peace Coordinator
Number of parents and caregivers served through SFP	Survey	SFP Pre-test post-test	During program participation	Partners 4 Peace Coordinator
Number of Pro-social activities attended by each participant.	Attendance sign ins	Participation log	At the time of participation in activity	CYO Data Reporting Specialist
Number of Spanish speaking classes provided annually.	SFP Lesson plan	Lesson plan	At the time of program completion	Partners 4 Peace Coordinator
Number of participants who completed the READY program.	Log of participants who complete the program	Participation log	At the time of program completion	CYO Data Reporting Specialist
Number of participants in READY with first time offense and re-offenses.	Log of participants with offenses	Enrollment roster Probation data log	At time of enrollment and throughout program participation	CYO Data Reporting Specialist
Number of participants who completed Strengthening Families.	Log of SFP participants	Participation log	At the time of program completion	Partners 4 Peace Coordinator

Number of participants served through CBI	Case manager log	Participation log	At the time of program completion	CYO Data Reporting Specialist
Number of participants served through ICM	Case manager log	Participation log	At the time of program completion	CYO Data Reporting Specialist
Ability to resolve conflict without violence.	SFP pre-test post-test	SFP Pre-test post test	At start of SFP and completion of SFP	Partners 4 Peace Coordinator
Risk Avoidance, Protective and Resiliency Assets (RPRA)	RPRA Assessment	RPRA Surveys	At time of program completion	CYO Data Reporting Specialist

Table 2: Evaluation Outcomes

CALVIP Grant for the City of Salinas: Cohort 3							
Data Source	Outcome Type	Indicator/Outcome Measures	Program Year				Calculation Notes:
			NUMERATOR	DENOMINATOR	COUNT	RATE/%	
CYO	Process	Number of participants in "Thinking for a change"	N/A	N/A		N/A	Count of participants per year. This data report will also have information for participant start and end date, age, and location (Youth Center/Juvenile Hall)

CYO	Process	Number of youths served annually through Cognitive Behavioral Intervention (CBI)	N/A	N/A		N/A	Numerator is the number of youths completed all anticipated hours of CBI. Denominator is the number of youths enrolled in CBI.
CYO	Process	Number of youths served in READY Program annually	N/A	N/A		N/A	Count of participants per year. This data report will also have information for participant start and end date, age, and location (Youth Center/Juvenile Hall)
CYO	Process	Number of youths served annually through intensive case management (ICM)	N/A	N/A		N/A	Count is the number of youths served annually through intensive case management. This data report will also have information for participant start and end date, age, session attendance, and location (Youth Center/Juvenile Hall). Note half of the participants will be from Juvenile Hall and the other half from Youth Center.
CYO	Intermediate	Youth completed 7-week strengthening families of those who reoffended.				N/A	Numerator is the number of SFP participants who completed the program. Denominator is the number of participants who reoffended.
CYO	Intermediate	Rate of participation in pro-social activities.				N/A	Numerator is the number of participants who completed at least 3 prosocial activities. Denominator is

						number of prosocial activities offered*each participant. No data for first 2Q
CYO	Intermediate	Risk Avoidance, Protective and Resiliency Assets (RPRA) as reported by parents			N/A	Numerator is the number of parents of participants who completed 36 hrs. of ICM, reporting an increase in RPRA in the participant. Denominator is all parents who completed a RPRA.
CYO	Intermediate	Risk Avoidance, Protective and Resiliency Assets (RPRA) as reported by probation officers			N/A	Numerator is the number of probation officers of participants who completed 36 hrs. of ICM, reporting an increase in RPRA in the participant. Denominator is all probation officers who completed a RPRA.
CYO	Intermediate	Risk Avoidance, Protective and Resiliency Assets (RPRA) as reported by youth			N/A	Numerator is the number participants who completed 36 hrs. of ICM, reporting an increase in RPRA. Denominator is all participants who completed a RPRA.
CYO	Long-term	Rate of completion of Thinking for a Change program (8 hours) by Juvenile Hall youth.			N/A	Numerator is the number of Juvenile Hall youth completed all 8 hours of "Thinking for a change" program. Denominator is the number of youths from Juvenile Hall Group enrolled in "Thinking for a change" program.

CYO	Long-term	Rate of completion of Thinking for a Change program (8 sessions) by Youth Center youth.			N/A		Numerator is the number of youths from Youth Center Group completed all 8 sessions of "Thinking for a change" program. Denominator is the number of youths from Youth Center Group enrolled in "Thinking for a change" program.
CYO	Long-term	Rate of re-offenses or first-time offenses amongst those who began the program but did not complete.			N/A		Numerator is the number of youths enrolled in the program but did not finish. Denominator is the number of youths enrolled.
CYO	Long-term	Rate of re-offenses or first-time offenses amongst those who completed the program.			N/A		Numerator is the number of youths enrolled in the program and completed. Denominator is the number of youths enrolled.
Partners 4 Peace	Process	Number of youths served in Strengthening Families (SFP)					Count is number of youths served through SFP.
Partners 4 Peace	Process	Number of high-risk youth parents/caregivers served in Strengthening Families annually.	N/A	N/A		N/A	Count is the number of parents and caregivers served in SFP
Partners 4 Peace	Intermediate	Percentage of classes held in Spanish annually.			N/A		Numerator is the number of Spanish classes held. Denominator is total number of classes provided.
Partners 4 Peace	Intermediate	Ability to resolve conflict without violence.			N/A		Numerator is the number of participants who report increased ability to resolve

							conflict. Denominator is all participants who competed the pre-post SFP survey.
Partners 4 Peace	Long-term	Percentage of youth reporting increase in family support and connectedness, as measured by positive attitudes toward family values and beliefs, feeling loved and respected, and ability to work together on a problem without yelling.			N/A		Numerator is the number of youths who reported an increase in family support. Denominator is all participants who completed the pre-test and post-test SFP.
Rancho Cielo	Process	Level of Satisfaction			N/A		Numerator is number of participant's level of satisfaction marked as "High" on brief survey conducted with Case Manager's Guidance every 6 months, starting December 2020. Denominator is all survey participants upon program completion.
Rancho Cielo	Process	Number of new participants	N/A	N/A		N/A	Count of new participants per 10-month period (August to June).
Rancho Cielo	Intermediate	Number of Career Portfolio (cover letter/resume) completed at participant's program completion.			N/A		Number is the count of Career Portfolios completed. Denominator is all construction participants who completed the program.
Rancho Cielo	Intermediate	Number of construction program completers who have a job within 1 year of			N/A		Numerator is the number of construction program participant who have a job

		completion, from among all program completers.					within 1 year. Denominator is all construction program participants who have completed the program.
Rancho Cielo	Intermediate	Number of construction program completers who enrolled in college within 1 year of program completion.			N/A		Numerator is the number of construction program participant who have enrolled in college. Denominator is all construction program participants who have completed the program.
Rancho Cielo	Intermediate	Probation violations and new offenses during program participation.			N/A		Numerator is the sum of all participants with a documented new offense or probation violation during the program year. Denominator is all participants for program year.
Rancho Cielo	Intermediate	Number of recommendations for employment (references) by staff amongst all construction program participants.			N/A		Numerator is the count of recommendations for employment by staff. Denominator is all construction participants who completed the program.
Rancho Cielo	Intermediate	Rate of re-offenses during program participation.					Numerator is the count of self-reported re-offenses during program participation. Denominator: All participants who were on probation at time of enrollment.
Rancho Cielo	Long-term	Percentage of youth earning a vocational			N/A		Numerator is the number of participants who earned a

		program completion certificate.					vocational program completion certificate. Denominator is the number of participants enrolled in the program.
Rancho Cielo	Long-term	Percentage of youth earning high school diploma			N/A		Numerator is the number of participants who earned a high school diploma. Denominator is the number of participants enrolled in the program.
Rancho Cielo	Long-term	Number of all participants	N/A	N/A		N/A	Count of participants per 10-month period (August to June). This data report will also have information for participant including phone number, start and end date, age, and probation officer's name. Collect data new participants + existing rollover
Rancho Cielo	Long-term	Rate of offenses for each participant.			N/A		Numerator is the sum of all participants with a probation status of 'yes' at the time of enrollment. Denominator is the sum of all participants.
Rancho Cielo	Long-term	Rate of re-offenses or first-time offenses among those who complete the Construction Program			N/A		Numerator is the sum of all graduates with new arrests or probation violations at 6 months post-graduation as self-reported by participant. Denominator is the total number of participants who

						have completed the program.
Rancho Cielo	Long-term	Rate of re-offenses or first-time offenses among those who complete the Construction Program			N/A	Numerator is the sum of all graduates with new arrests or probation violations at 12 months post-graduation. Denominator is the total number of participants who have completed the program.
Rancho Cielo	Long-term	Rate of re-offenses or first-time offense amongst those who did not complete the program within 24 months.				Numerators: Number of participants who have exited (unsuccessfully) the program with probation status of yes at time of or during course of enrollment. Denominator: All participants who have exited (unsuccessfully) the program during reporting period.
Salinas Police Department's record management system	Long-term	Percentage of shootings in ages 10-24 citywide.			N/A	Numerators is the number of youth-involved, ages 10-24, shootings in Salinas, CA. The denominator is all shootings in Salinas, CA.
Salinas Police Department's record management system & U.S Census Bureau	Long-term	Rate of youth-involved homicide.			N/A	Numerators is the number of youth-involved, ages 10-24, homicides in Salinas, CA. The denominator is all shootings in Salinas, CA.
Salinas Police Department's	Long-term	Rate of youth-involved violent assaults.			N/A	Numerators is the number of youth-involved, ages 10-

record management system & U.S Census Bureau						24, violent assaults in Salinas, CA. The denominator is all shootings in Salinas, CA.
Salinas Police Department's record management system & U.S Census Bureau	Long-term	Rate of youth-involved violent crime.			N/A	Numerators is the number of youth-involved, ages 10-24, violent crime in Salinas, CA. The denominator is all shootings in Salinas, CA.

Table 3. Evaluation Team Staffing Plan

Individual	Title or Role	Time Allocation/Workload	Responsibilities
Krista Hanni, PhD	Evaluation Manager	0.01 FTE	Oversight of evaluation plan; review of data collection, quarterly, and final evaluation reports
Roxann Seepersad	Epidemiologist	0.05 FTE	Evaluation plan development; data collection, data review, data interpretation, production of analyses; writing of components of evaluation reports; evaluation data dissemination
Linda McGlone	Pro-bono	0.01 FTE	Assist with evaluation plan development; provide input and reviews of quarterly reports; collect Police Data
Vacant	Chronic Disease Prevention Coordinator (CDPC)	0.1 FTE	Collection of completed checklists, surveys, and data entry from Rancho Cielo and CYO; production of charts and tables; writing of components of evaluation reports; submission of quarterly reports

Table 4. Evaluation Activities Timeline and Work Plan

Evaluation Activities/Tasks	Resources Needed	Person Responsible (MCHD)	Timeline/Due Dates
Data Collection			
Rancho Cielo			
Collect enrollment data	Enrollment Roster including, race/ethnicity, age, start and end dates for each participant	CDPC	April 2021 then every month until July 2023
Collect satisfaction survey data	Surveys conducted with Case Manager’s guidance	CDPC	April 2021 then every month until January 2023
Collect log of recommendations for employment.	Log of recommendations for employment provided for all program enrollees	CDPC	April 2021 then every month until July 2023
Collect log of Career Portfolios completed.	Log of completed career portfolios for all program enrollees	CDPC	April 2021 then every month until January 2023
Collect Probation violation data	New offenses and re-offenses of enrollees during, 6 months and 12 months after program completion	CDPC	April 2021 then every month until January 2023
Collect employment data	Log of completers who have a job within 6 months and 12 months of completion, from among all program completers	CDPC	April 2021 then every month until July 2023
Collect high school graduation data.	Log of participants who received a high school diploma	CDPC	April 2021 then every month until January 2023
Collect vocational certificate data	Log of all participants who received a vocational completion certificate	CDPC	April 2021 then every month until January 2023
CYO			
Collect log of READY (T4C) youth served	T4C Enrollment Log including race, ethnicity, age, start and end date	CDPC	April 2021 then every 3 months until June 2023

Collect log of Strengthening Families Program participants (youth)	Strengthening Families Log including race, ethnicity, age, start and end date	CDPC	April 2021 then every 3 months until June 2023
Collect log of parents/caregivers served through Strengthening Families	Strengthening Families Log for parents/caregivers	CDPC	April 2021 then every 3 months until June 2023
Collect language of classes held data	Strengthening Families program roster	CDPC	April 2021 then every 3 months until June 2023
Collect prosocial activity involvement log	Attendance log : Prosocial activities per participant	CDPC	April 2021 then every 3 months until June 2023
Collect results of Risk Avoidance Protective and Resiliency Assets assessments (problem solving skills)	Survey: Risk Avoidance, Protective and Resiliency Assets (RPRA) Assessments	CDPC, Roxann	April 2021 then every 3 months until June 2023
Collect information on social cohesion	Survey: youth reporting increase in family support and connectedness	CDPC	April 2021 then every 3 months until June 2023
Program fidelity information	Fidelity Checklist for Strengthening Families	CDPC	April 2021 then every 3 months until June 2023
Collect Probation Violation Data	New offenses and re-offenses of enrollees	CDPC, Roxann	April 2021 then every 3 months until June 2023
Long-term Outcomes			
Request crime data from police	Police database	Linda	Annually from 2021 -2023
Access crime data from FBI	FBI Uniform Crime Report	Roxann	Annually from 2021 -2023
Access crime data from Department of Justice	CA Attorney General Crime Data	Roxann	Annually from 2021 -2023
Data Management			
Prepare data for process and outcome analyses	Secure drive, Excel,	Roxann	Ongoing collection and monitoring of collection
Prepare crime data for analyses	Crime Data from Salians, FBI and CA DOJ	Roxann	Annually 2021-2023
Data Analysis			

Conduct statistical analyses of surveys, sign in sheets, checklists, assessments	Excel, SAS, computers	Roxann	Every quarter 2021-2023
Track outcomes of statistical analyses relative to program objectives	Excel	Roxann	Every quarter 2021-2023
Produce visualizations and reports of statistical analyses	SAS, Excel, Power Point	CDPC, Roxann	Every quarter 2021-2023
Data Interpretation			
Research literature related to strategies' implementations	Computer	Roxann, Krista	Annually 2021-2013
Discuss results related to strategies' implementation and progress towards goals	Meetings	Roxann, Krista	Every quarter 2021-2023
Translation, Communication, and Dissemination			
Write ups of results	Reports	CDPC, Roxann, Krista, Linda	Every quarter 2021-2023
Present results to Strategy Partners and at MCHD meetings	Meetings	Roxann	Vary. At least every quarter from May 2021 to mid-2023.
Complete Quarterly Progress Reports	Reports	Roxann	Every quarter 2021-2023
Complete Local evaluation Report	Reports	Roxann	December 2023

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