Transformation Works
Ventura County

Justice Assistance Grant
Final Local Evaluation Report, 2018
Grant Years: 2015 – 2017

Prepared for the
Board of State and Community Corrections

EVALCORP
Research & Consulting

TABLE OF CONTENTS

SECTION I: Grant & Evaluation Overview

A. Transformation Works – Ventura County

Transformation Works Ventura County (TW-VC) was implemented over a three-year timeframe (i.e., March 2015 – December 2017) and made possible through funding provided by the Board of State and Community Corrections (BSCC) Edward Byrne Memorial Justice Assistance Grant (JAG) Program. The overall goal of the grant-funded program was to address and reduce gang involvement, gang violence, and gang-related gun violence in the Oxnard Plains area (i.e., the cities of Oxnard, Port Hueneme, and Santa Paula and the unincorporated areas of El Rio, Saticoy, and Somis) of Ventura County.

The Oxnard Plains area was targeted because it has the largest number of identified gang members and the highest levels of gang activity in the county. To most effectively address the goals, grant activities were strategically designed and carried out through two components: (1) targeted law enforcement efforts and (2) intensive case management (ICM) services, see **Figure 1**.

TW-VC strategies were modeled after the evidence-based Cure Violence Health Model that includes arresting, prosecuting, adjudicating, and incarcerating the most influential and violent youth/young adult gang members while concurrently diverting potential gang members or less influential members into services (i.e., with the intent of steering them away from more violent and negative lifestyles).

The program's law enforcement component focused on reducing the impact of criminal street gangs in Oxnard Plains by targeting the most influential and violent gang members, while the ICM component provided alternative interventions for youth 12 - 24 years of age who are involved in gangs or have the potential to be involved in gangs. Additionally, family members of youth enrolled in ICM were offered referral and support services based on the family's unique needs.

Figure 1. Transformation Works – Ventura County (TW-VC) Grant Overview
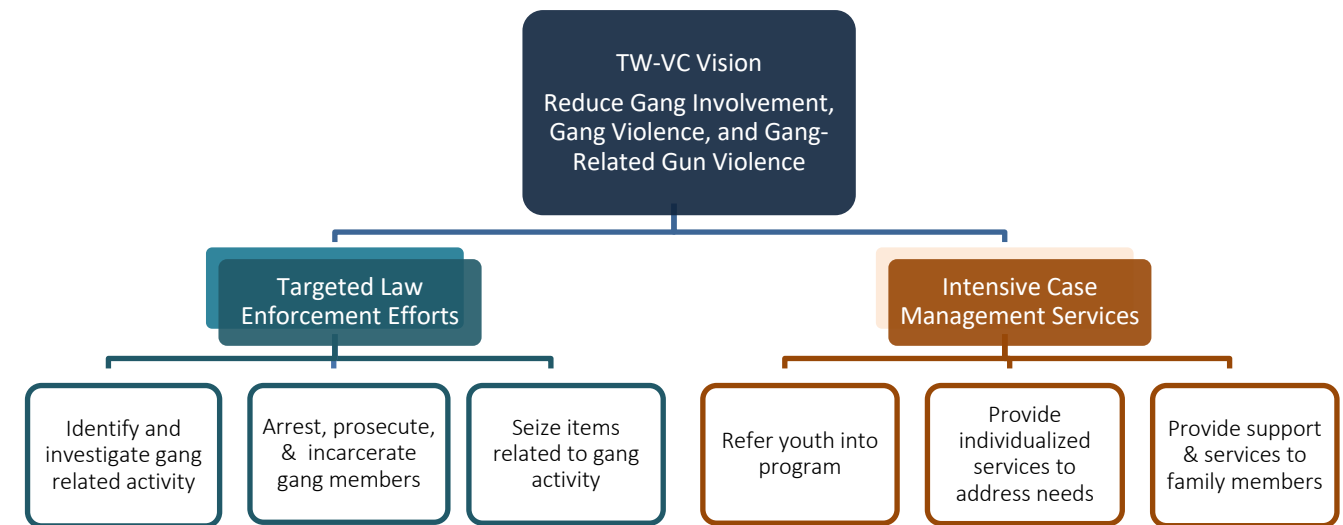
B. Funded Partner Roles/Responsibilities

TW-VC was carried out by a number of collaborative partners throughout the identified region, with the Ventura County Sheriff's Office (VCSO) serving as the lead agency for the grant and the fiscal agent for the funded collaborative partners. Additionally, VCSO was responsible for leading the law enforcement component of the grant and for reviewing, and approving or denying, all referrals made into ICM services. Over the course of the grant term, VCSO contracted with eight organizations that were active partners in implementing project activities. All contractors were required to attend collaborative meetings, submit grant performance metrics, and submit quarterly invoices/source documentation. Additional responsibilities of each funded partner are delineated in **Table 1**.

Table 1. Grant Funded Providers and Required Activities

Funded Collaborative Partners	Required Activities per Agreement with VCSO
City Impact, Inc.	▪ Manage the ICM component of the project and function as the liaison between VCSO and the Community Based Organizations (CBOs). ▪ Provide a part-time Project Manager responsible for the day-to-day operations of the CBOs and oversight of the ICM and family support services component of the project. ▪ Provide three full-time qualified and trained Case Managers for the ICM component of the project. ▪ Provide case management services to youth enrolled in TW-VC and offer resources, support, and referral services to the family members of enrolled participants. ▪ Refer targeted youth to TW-VC. ▪ Refer program participants to collaborative partners and community agencies for additional services. ▪ Facilitate monthly case management meetings to review project participants and case management services/strategies and to discuss program components.
Oxnard City Corps	▪ Provide one full-time, qualified and trained Case Manager for the ICM component of the project to deliver case management services to program participants. ▪ Provide job/employment training for project participants. ▪ Refer targeted youth to TW-VC. ▪ Refer project participants to collaborative partners and community agencies for additional services. ▪ Attend monthly case management meetings to review project participants and case management services/strategies and to discuss program components.
Center for Employment Training (CET)	▪ Provide specialized job/employment training for project participants. ▪ Refer targeted youth to TW-VC. ▪ Attend case management meetings to review participant progress for those enrolled in specialized job/employment training
Pacific Clinics – TAY Tunnel	▪ Provide Health Navigator Certification Training to TW-VC project personnel. ▪ Refer targeted youth to TW-VC for case management services.
Ventura County Medical Center - Victory Life	▪ Provide outreach services to victims of violence through the Emergency Entry to Exit (EEE) program at Ventura Medical Center. ▪ Refer targeted youth seen through the EEE program to TW-VC for case management services.

Funded Collaborative Partners	Required Activities per Agreement with VCSO
District Attorney	▪ Participate in the Ventura County Combined Agency Task force and participate in all related targeted gang suppression activities. ▪ Refer gang members and/or potential gang members to the intensive case management services component of the project.
Oxnard Police Department (OPD)	▪ Provide one full-time investigator to collaborate with the VCSO Intel Unit to conduct investigations into gang-related crimes in the Oxnard Plains area. ▪ Refer gang members and/or potential gang members to the intensive case management services component of the project.
Santa Paula Police Department	▪ Participate in the Ventura County Combined Agency Task Force and related targeted gang suppression activities. ▪ Refer gang member and/or potential gang members to the ICM services component of the grant.

C. Evaluation Design

VCSO contracted with EVALCORP Research and Consulting to design and carry out the three-year grant program evaluation. As described in the Local Evaluation Plan submitted at the start of the grant, the evaluation included both process and outcome components to assess the extent to which the overall program (including each project component) was effective in meeting the goals laid out. The primary research questions addressed through the evaluation are provided below.

Evaluation Questions
1. To what extent was the program implemented as intended?
2. To what extent were each of the goals and measurable objectives achieved?
3. What challenges/obstacles, if any, were experienced, and how were they overcome?
4. What successes and/or lessons learned from the current JAG program can be utilized for informing future programs or related efforts?

To fully assess the evaluation questions and the 11 measurable objectives identified for the program, EVALCORP employed a mixed methods research design consisting of qualitative and quantitative data collection activities. Collectively, these evaluation activities assessed process and outcome components of the program and measured the extent to which the program was carried out as intended. Challenges experienced, and lessons learned also were captured as part of the overall evaluation. **Table 2** presents the process and outcome measures assessed.

Table 2. Evaluation Process and Outcome Measures

Process Measures	Impact/Outcome Measures
▪ Grant activities and implementation ▪ Participation and populations served ▪ Number and types of referrals made ▪ Participant demographics ▪ Implementation strategies ▪ Challenges/barriers experienced during the grant implementation ▪ Lessons learned	▪ Number of gang members incarcerated ▪ Violent crimes and shots fired pre- and during the grant implementation ▪ Changes in police contacts and probation violations during participation in grant services ▪ Changes in attitudes, knowledge, and behaviors as a result of program participation ▪ Participant success stories

Comprehensive and systematic evaluation activities were conducted to document and measure progress, build data collection capacity among key partners, and collect necessary information for the development of the current report. **Table 3** presents additional detail regarding evaluation activities engaged in throughout the course of the three-year program.

Table 3. Primary Evaluation Activities	
Activity	**Description**
Designed data tracking systems	▪ Collaborated with: 1. VCSO to develop the law enforcement "Special Crimes Unit Database" that was maintained by VCSO detectives throughout the grant term to document all criminal justice related activity 2. City Impact to develop the "Intensive Case Management Database" to track client participation and services provided to client's family members that was maintained by City Impact ▪ Developed and maintained the "Referral Form Database" to track all referrals made into the program over the grant term
Developed data collection instruments	▪ To measure process and outcome metrics, several forms and surveys/questionnaires were developed: 1. Referral Form to be used by partner agencies to refer youth into ICM 2. Family Survey to assess outcomes related to services received through ICM 3. Participant survey to assess participant outcomes 4. Two Reducing Racial and Ethnic Disparities (RED) training evaluation forms to assess for the usefulness of the training and identify recommendations for improvement 5. Year 1 Funded Agency Implementation Assessment Tool 6. Grant end Key Stakeholder Interview Guide to gather information about challenges experienced, successes, lessons learned, and recommendations for similar initiatives ▪ Grant end data collection templates to report on outcomes (i.e., Uniform Crime Reports (UCR) Part I crimes, shots fired, police contacts, and violations of probation) were developed and provided to law enforcement agencies to obtain requisite data
Tracked progress and developed interim reports throughout grant term	▪ A Year 1 Interim Report was developed in order to meet grant stakeholders' needs for information to guide program planning and to inform the grant re-application process. The report outlined the first seven months (March – September 2015) of grant implementation and included program data compiled, challenges, successes, and lessons learned

Table 3. Primary Evaluation Activities	
Activity	**Description**
	▪ Quarterly progress report updates were provided during Steering Committee Meetings
Meeting participation and facilitation	▪ EVALCORP staff participated in the following program meetings: 1. TW-VC grant kick-off/launch meeting 2. Funder meeting with grantees in Sacramento at the beginning of the grant 3. Quarterly Steering Committee Meetings throughout the grant term 4. Collaborative partner meetings, as requested throughout the grant term ▪ Facilitated monthly evaluation meetings with VCSO and City Impact to discuss relevant program and evaluation-related updates ▪ Conducted Key Informational Interviews with 6 primary stakeholders engaged in executing or overseeing the grant (i.e., the two Project Managers representing the law enforcement component and the ICM component, two detectives involved in the law enforcement operations and referral approval processes, one member of the Steering Committee, and the project's Administrative Assistant)

The following sections of this report outline information regarding grant/program related activity and corresponding outcomes. **Table 4** below provides an overview of program implementation highlights, challenges, lessons learned, and recommendations for the implementation of similar initiatives moving forward. **Tables 5 and 6** (page 9) provide a summary overview of the five goals and 11 measurable objectives, as identified in the grant narrative approved for funding by the BSCC. Additional data points and narrative are provided in the next sections to provide a more comprehensive picture of the program implementation and related impacts and outcomes.

A. TW-VC Implementation: Summary Findings

Table 4. Implementation Highlights, Challenges, Lessons Learned and Recommendations

Program Highlights

Strengthened Partnerships
- The **enhanced partnership between community-based organizations and criminal justice partners** (e.g., law enforcement and probation) was seen as a significant accomplishment of the program. In order to maximize the success of the grant, agencies worked together to achieve the identified goals established. These collaborations afforded a greater likelihood of providing appropriate services for youth. Furthermore, the implementation of the grant allowed for a broader group to see the value of intervention and prevention services for youth and families willing to change.

- The grant **enabled law enforcement agencies to engage in more strategic and collaborative partnerships**. Law enforcement partners were able to build a foundation for sustained collaboration on investigations and enhanced sharing of intelligence within and across departments. The grant program ultimately provided the impetus for a greater sense of trust and cohesion between the agencies involved that will be mutually beneficial for future investigations.

- Program activities resulted in **greater relationships among schools and community-based organizations** that provided services to youth, establishing a foundation for enhanced collaboration in the future. Specifically, the community-based organizations participating in the grant are now more aware of each other's available services building a stronger network of support for individuals and families in need.

Ability to Engage in Longer and More Robust Investigations
Law enforcement agencies were able to conduct more robust investigations, as the grant funding afforded greater resources to continue to engage in investigations for longer than usual periods of time. This allowed for investigations to uncover a greater network of criminal activity and obtain evidence to prosecute individuals most influential in impacting gang activity. Prior to grant funding, investigations would often need to be terminated at earlier points, before sufficient evidence could be collected to make a substantial case, due to financial and personnel restraints.

Challenges

Establishing the Program
As is typical with most new programs, some challenges and delays were experienced during the initial program launch. Specifically, significant time was spent building the overall processes and structure for the program including: educating all the funded partners on their responsibilities and expectations established for them; informing non-funded county partners about the program; and building the financial, billing, and reporting components. Across key program stakeholders more time was devoted to the program during the initial year to ensure all components were properly established and implemented over the term of the grant.

Referral to ICM Process
The most persistent challenge experienced was in the program's referral process for diverting youth into ICM. Various factors contributed to this issue throughout the grant term. Initially, the referral process was slow to start, as much of the focus was spent building the process parameters and sharing information about the program across the county. Throughout the grant term fewer referrals than were anticipated were received, impacting the number of youth diverted to ICM.

Delays in the Referral Approval Process
The program, at times, experienced some delays in the review/approval process once a referral was submitted for review to VCSO. The role of assessing and approving a referred youth into the program was tasked to detectives who were simultaneously working on investigations. As such, due to unanticipated urgent priorities, there were times the review process was delayed, impacting City Impact's ability to begin the outreach process to enroll youth into services.

Somewhat Unrealistic Measurable Objectives Established
Key stakeholders noted that several of the objectives identified for the program were set too high or were not the most appropriate metrics specific to the program strategies. For example, gang-related metrics that tied more directly to the program strategies could have been included in the grant other than violent crime rates. The violent crime rate is not a true indicator of gang-related activity, making it difficult to assess true program impacts.

Lessons Learned and Recommendations for Similar Initiatives

Continue to Incorporate Civilian Component into Investigations
A primary lesson learned on the law enforcement side was the successful outcomes and cost savings that can be achieved from incorporating a civilian component (e.g., trained/certified non-sworn staff assisting with wire-tap operations) into the investigation process. This new approach was used for the grant program and, due to its success, it will be incorporated into regular operations moving forward.

Continue to Use Proactive Investigation Approach
Stakeholders noted the benefits of engaging in proactive investigations as opposed to strictly relying on reactive investigations specific to criminal gang activity; they recommended similar future initiatives use the same approach. By engaging in proactive investigations law enforcement was better able to obtain evidence needed, as they had more control over the investigation and resource

allocation (e.g., decided when to begin an investigation and who to target based on intelligence collected from witnesses or informants, better control over the direction of the investigation, and maintained control of the investigation until the final outcome was reached). Stakeholders indicated that this approach led to more fruitful results and allowed for more substantial cases to be built in order to prosecute individuals.

Assign the Role of Referral Review and Approval into the Program to Non-Sworn Staff

The review and approval process could be expedited by assigning the role to a non-sworn staff member having access to criminal history records within participating law enforcement agencies. Non-sworn staff would be more likely to have more structured and designated time to review the referrals than detectives/investigators, who are also charged with conducting investigations and are often called out "into the field."

Include Counseling in Addressing Youth Behaviors

Through the implementation of the service provision component, the value of providing counseling services as part of the case management process became increasingly apparent. Prior to the grant program, case management services and counseling/psychological services were provided separately and youth often had to wait to receive counseling. However, in executing the grant, a dedicated therapist provided counseling services in conjunction with case management planning. This proved to be more beneficial for youth enrolled in services.

Set a Lower Target Age as the Criteria for Diversion of At-Risk Youth into Services

Over the course of the grant term it was identified that the target age for youth should be set lower than the initial 14 years of age. Youth are exposed to criminal activity and gang-related lifestyles at a younger age and would benefit from being offered services earlier.

Importance of "Whole Family" Service Provision

As a result of the grant, the lead agency that was in charge of executing the case management component will incorporate both youth and their family members into service provision. Specifically, staff have seen that engaging family members provides a greater level of wraparound care and enhanced support for youth to be successful. Including the family in services helps better engrain and reinforce the goals of case management by involving a larger support network, and also helps address family dynamics contributing to high-risk activity.

Increased Messaging, Outreach, and Buy-in From Community Partners to Increase Referral Process

Key stakeholders suggested that more frequent outreach and education to community partners about the program could have potentially helped increase the referral rate. Program staff also noted a lack of buy-in could have contributed to the issues experienced. As such, for future initiatives, more emphasis could be placed on the value of the program and the benefits to partner organizations. Additionally, it was recommended to engage more heavily with the School Resource Officers at the various high schools. It was also suggested that having a designated person, whose responsibilities explicitly included overseeing the referral process, would be beneficial.

Establish More Realistic Goals and Objectives During the Program/Grant Development Phase

For future initiatives, it was recommended that more time be spent at the front-end design phase to identify and establish metrics that are more directly related to the program strategies and to work with an evaluator during the design phase to identify the most relevant measures.

B. Goals and Measurable Objectives Identified in the Grant Narrative

Table 5. Law Enforcement Component

	3 Year Target	2015	2016	2017	3 Year Total	Overall Target Met
Goal 1: Reduce gang violence through gang suppression efforts focused on violent gang members						
Objective 1: 25 violent gang members arrested, prosecuted, adjudicated, and incarcerated each year (75 total)						
Arrests	75	39	77	49	165	✓
Convictions/Guilty Pleas	75	13	27	51	91	✓
Incarceration Sentences	75	12	23	48	83*	✓
Objective 2: 10% reduction in violent crimes (i.e., UCR Part I Crimes) each year	30% ↓	See pages 14 & 15 for county and target area violent crimes metrics				--
Goal 2: Decrease incidences of gun violence by removing illegal guns from active gang members						
Objective 3: 5% reduction in "shots fired" each year	15% ↓	See page 16 for county and target area shots fired metrics				--

*Of these, a total of 78 unduplicated individuals were incarcerated during the grant term; meeting the 3-year target.

Table 6. Intensive Case Management Component

	3 Year Target	2015	2016	2017	3 Year Total	Overall Target Met
Goal 3: Divert gang members/potential gang members to ICM in lieu of custody and/or other criminal justice						
Objective 4: Divert 120 gang members/potential members to ICM, each year	360	67	101	100	268	74%
Goal 4: Provide alternatives for gang-involved youth and/or those at "high risk" of gang involvement						
Objective 5: Reduction in police contacts/arrests post enrollment	50% ↓	See pages 23-25 for police contact and arrest metrics				--
Objective 6: Reduction in violations for gang terms/weapons post enrollment	25% ↓	See page 26 for probation violation metrics				--
Objective 7: ICM participants completed Individual Service Strategy or Individual Education Plan	100% completed	67	101	96	264	99%
Objective 8: ICM youth/young adults enrolled in a Work Readiness Program	50% enrolled	Among age appropriate youth (i.e., 16 or older) who entered ICM, 75% enrolled in WRP				✓
Objective 9: Age-appropriate ICM youth retained/ returned to HS/ CHS/GED/or enrolled in college/university	60% enrolled	Among participants who enrolled into ICM, 77% were retained in school or enrolled into HS or college/university				✓
Goal 5: Provide support, resources, and referral services to the families of project participants						
Objective 10: Provide support/resources/referral services to 300 ICM participants' family members, each year	900	195	245	207	647	72%
Objective 11: At least 50% of families report improved levels of family functioning, each year*	50% reporting ↑	Across families surveyed, 83% reported increased family functioning				✓

*Metric could not be assessed annually, as dates were not included on all family surveys collected. Percentage reported is the composite score across items assessing for family functioning.

A. Component Overview

The law enforcement component of the grant-funded program focused on reducing the impact of criminal street gangs in the Oxnard Plains area of Ventura County by arresting, prosecuting, adjudicating, and incarcerating the most violent and influential gang members contributing to gang-related activity and gang-related gun violence.

Target Population

- Most influential gang members contributing to crime and gang activity

Over the three-year period, VCSO's Special Crimes/Criminal Intelligence Unit (SCU) engaged in a collaborative partnership with OPD and other criminal justice partners (e.g., District Attorney, Santa Paula Police Department, the Ventura County Combined Agency Task Force, etc.) and units within the department to strategically: (1) conduct proactive investigations among individuals of interest and (2) engage in arrests for outstanding felony or misdemeanor warrants among the most influential gang members, leading to the ultimate incarceration of gang members most heavily contributing to crimes within the targeted area. During the grant term, detectives carried out investigations among suspects of interest; seized weapons, drugs, and money tied to the sales of narcotics; and expanded their network of informants in order to obtain the necessary intelligence required to prosecute and incarcerate the targeted individuals. See **Figure 2**.

Through the grant process, investigations evolved into a larger collaborative effort in which information obtained from arrestees and/or informants was shared with other units within VCSO and OPD. Both agencies acted on the intelligence being provided through the targeted efforts of the grant. These law enforcement partnerships assisted in locating evidence and wanted suspects in unsolved violent crimes, including murder.

These activities supported the idea that targeting the most influential gang members would lead to a disruption of criminal gang activity. The following section provides an overview of the activities and the extent to which identified goals and objectives for the law enforcement component were met.

Figure 2. Law Enforcement Activities

Activities

1. Arrest gang members with outstanding felony or misdemeanor warrants

2. Investigate, arrest, and file cases against most influential gang members in target area

3. Seize items tied to gang activity (drugs, weapons, money)

Goal: disruption in gang related activity by prosecuting and incarcerating most influential gang members
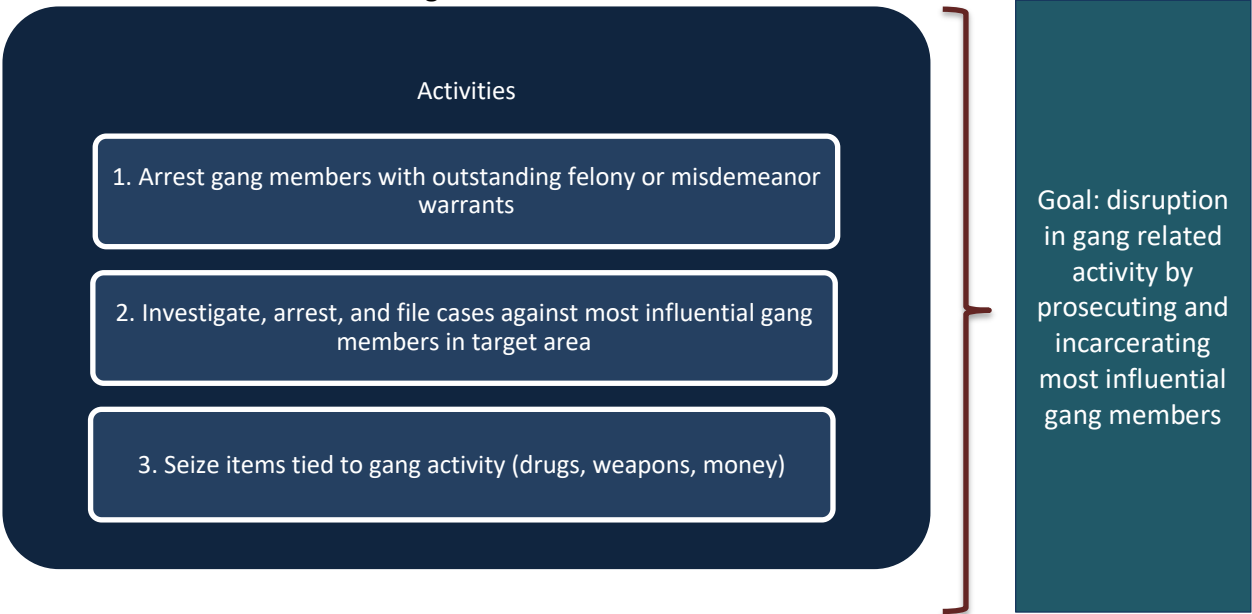
B. Cumulative Program/Grant Metrics

Overall Criminal Justice Activity

Table 7 provides the total number of arrests, convictions, and incarcerations that occurred over the three-year program period stemming from all grant-related law enforcement activity. Thus, the criminal justice activity reported in the table reflects:

> **Over the grant term, targeted gang members/affiliates spanned across 28 gangs, including the Mexican Mafia**

1. Arrest efforts tied to outstanding felony and misdemeanor warrants resulting in convictions and incarcerations stemming from those warrant charges; and

2. Arrests, convictions, and incarcerations tied to separate investigation activities carried out among parties of interest.

Findings are provided by the number of overall (i.e., event-based) arrests, convictions and incarceration sentences, and also person-based activity (meaning the number of unduplicated individuals who were arrested, convicted, and ultimately incarcerated).

Table 7. Number of Arrests, Convictions, and Incarcerations

Type of Activity	Event Based	Person Based
Arrests	165	159
Convictions	91	88
Incarceration Sentences	83	78

Arrest Details

- **Table 8** provides the city/area in which the arrests occurred.

- **Table 9** depicts the arrestees' city/area of residence.

> **Age Among Arrestees**
> **Mean & Median: 34**
> **Range: 17 – 73**
> **Mode: 19**

Table 8. City/Area of Arrest

City/Area	Number	Percent
Oxnard	86	52%
Out of county	27	16%
Ventura	14	8%
Camarillo	12	7%
Fillmore	10	6%
Port Hueneme	7	4%
Santa Paula	5	3%
Thousand Oaks	1	1%
Moorpark	1	1%
Ojai	1	1%
Piru	1	1%
Total	**165**	**100%**

Table 9. Arrestee's City/Area of Residence*

City/Area	Number	Percent
Oxnard	93	58%
Out of county	32	20%
Ventura	9	6%
Fillmore	8	6%
Santa Paula	7	4%
Port Hueneme	4	2%
Camarillo	4	2%
Thousand Oaks	1	1%
Piru	1	1%
Total	**159**	**100%**

*Includes 6 people arrested twice, city of residence the same.

Items Seized

- **Figure 3** provides the number of drugs and weapons seized as a result of investigation and arrest activity.

- Additionally, through grant-supported activities a total of $635,114.62 was seized related to the sales of narcotics.

Figure 3. Drugs and Weapons Seized

Drugs

- 2,810 Prescription Pills
- 97 pounds of Methamphetamine
- 92 pounds of Marijuana
- 25 pounds of Heroin
- 13 pounds of Cocaine

Weapons

103 weapons

Includes illegal shotguns, Intra "Tec 9" assault weapons, and other firearms
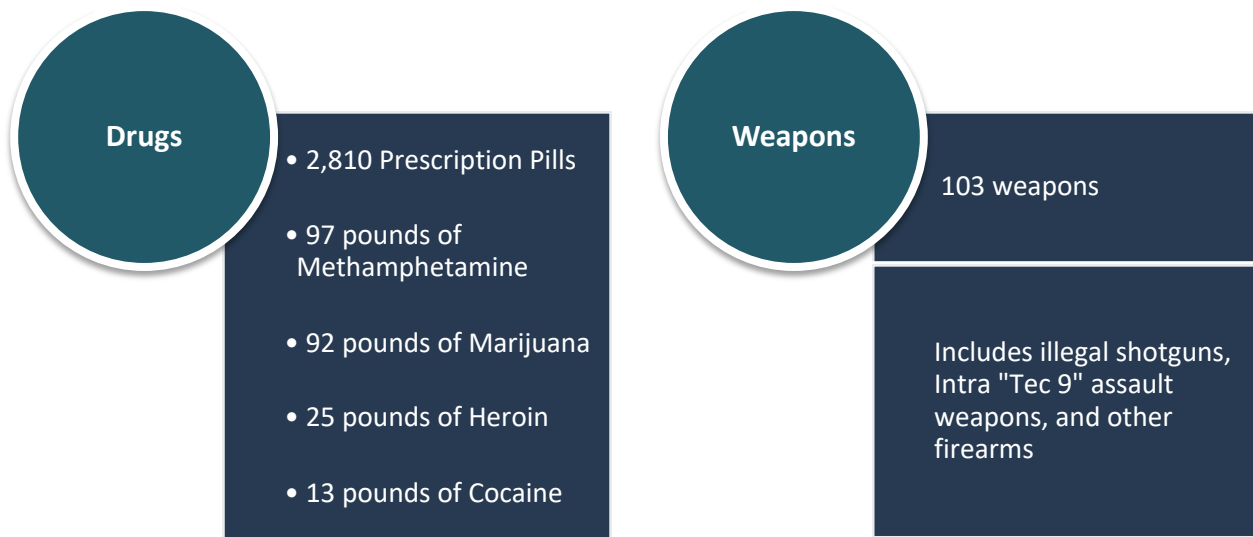
Outcomes of Cases Filed from Investigations Conducted

As a result of investigations initiated and conducted by law enforcement partners during the grant term, 113 cases were filed against gang members. Of the 113 new cases that were filed, 75 resulted in convictions or guilty pleas, with a total of 67 incarceration sentences (i.e., either jail or prison term). See **Figure 4**.

Figure 4. Overview of Criminal Justice Activity

| 113 New Cases Filed | → | 75 Convictions/ Guilty Pleas | → | 67 Incarceration Sentences |

Outcomes related to the judicial process for the 113 new cases that were filed, stemming from investigation efforts tied to the grant, are outlined below.

Case Disposition Details

- At the conclusion of the grant term, of the 113 new cases that were filed:
  - 78 (70%) reached a final disposition;
  - 34 (30%) cases were pending; and,
  - 1 (<1%) case was in deferred entry of judgment.[1]

> Average time from filing to final case disposition:
> 4 months

Outcome Among Disposed Cases (n=78)

- As shown in **Figure 5**, among the 78 cases that reached a final disposition, the conviction rate was 96% (n=75).

- The most frequent primary charges were:

  1. Possession of controlled substance for sale (39%)
  2. Conspiracy to commit a crime (27%)
  3. Robbery 1st degree (8%)

Figure 5. Outcome Among Disposed Cases (N=78)

Dismissed 4%

Conviction/ Guilty Plea 96%
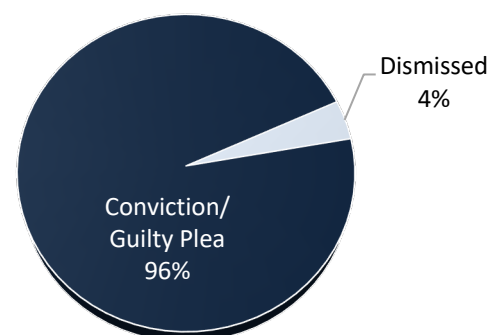
Sentencing Outcomes Among Cases Resulting in Conviction/Guilty Plea (n=75)

Figure 6. Sentence Details (n=75)

Pending (n=5) 7%
Probation (n=3) 4%
Prison (n=27) 36%
Jail (n=40) 53%
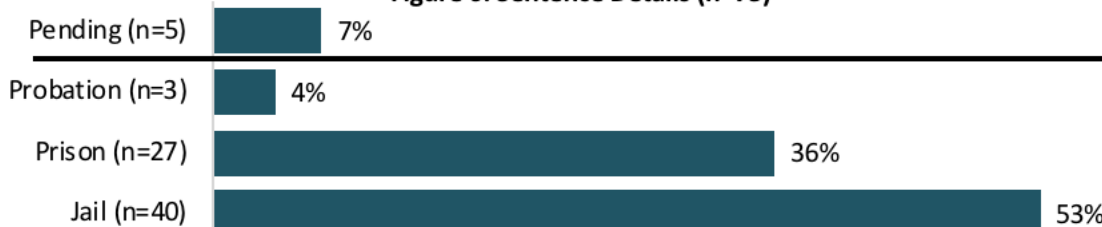
Table 10. Incarceration Sentence Lengths (n=67)

Sentence Type	0 – 3 months	4 – 6 months	7 months – 1 year	13 months – 5 years	6 – 9 years	10 years or more
Jail (n=40)	13	2	16	7	2	--
Prison (n=27)	--	--	5	10	9	3

[1] Postponed/delayed judgment. If the defendant successfully completes the court mandated terms within specified time period, the court will review the defendant's file and may dismiss the charges.

C. Violent Crimes and Shots Fired: Trends

Violent Crimes

- The tables on the following pages provide the annual and overall rate of change for UCR Part I Crimes countywide and by the target cities/areas (i.e., Oxnard, Port Hueneme, Santa Paula, and the unincorporated areas of Saticoy, Somis, and El Rio).

> **Measurable Objective:**
> - At least a 10% reduction in violent crimes will be realized during each year of implementation

- **Table 11** shows there was a 23% reduction in violent crimes throughout the county between 2014 and 2017.

- When looking at these metrics within the targeted areas, there was a 1% increase in violent crimes from 2014 to 2017 (see **Table 12**).

- For details specific to violent crimes by each target city/area, see **Table 13** on the next page.

Notes/considerations about violent crimes data:

- Violent crimes data were obtained and examined, because it was identified as a measurable objective in the grant narrative; however, violent crimes encompass/depict more than gang-related crime; as such, changes in observed trends cannot necessarily be attributed to the grant efforts at this scale and level of aggregation.

- It is recommended that measurable objectives more directly tied to gang-related activity/crimes be identified and included as a part of the overall evaluation for future programs. For instance, future program objectives could include tracking the number of gang-related enhancements added on to existing charges when prosecuting a case (e.g., number of gang-related enhancements specific to PC 186.22 [gang activity]).

Table 11. Ventura County UCR Part I Crimes

Countywide	2014	2015	Annual Rate of Change	2016	Annual Rate of Change	2017	Annual Rate of Change	Overall Rate of Change
Homicide	20	23	15%	31	35%	21	-32%	5%
Rape	185	210	14%	265	26%	162	-39%	-12%
Robbery	682	677	-1%	726	7%	544	-25%	-20%
Aggravated assault	1,002	1,271	27%	1,161	-9%	730	-37%	-27%
Total	**1,889**	**2,181**	**15%**	**2,183**	**0%**	**1,457**	**-33%**	**-23%**

Table 12. Overall UCR Part I Crimes for Grant Targeted Cities/Areas

Target Area	2014	2015	Annual Rate of Change	2016	Annual Rate of Change	2017	Annual Rate of Change	Overall Rate of Change
Homicide	16	15	-6%	15	0%	19	27%	19%
Rape	53	48	-9%	87	81%	77	-11%	45%
Robbery	495	430	-13%	489	14%	468	-4%	-5%
Aggravated assault	513	627	22%	538	-14%	521	-3%	2%
Total	**1,077**	**1,120**	**4%**	**1,129**	**1%**	**1,085**	**-4%**	**1%**

Table 13. UCR Part I Crimes for Specific Grant Targeted Cities/Areas

Oxnard	2014	2015	Annual Rate of Change	2016	Annual Rate of Change	2017	Annual Rate of Change	Overall Rate of Change
Homicide	11	12	9%	12	0%	15	25%	36%
Rape	45	21	-53%	69	229%	65	-6%	44%
Robbery	447	385	-14%	429	11%	430	0%	-4%
Aggravated assault	381	502	32%	438	-13%	398	-9%	4%
Total	**884**	**920**	**4%**	**948**	**3%**	**908**	**-4%**	**3%**
Port Hueneme	2014	2015	Annual Rate of Change	2016	Annual Rate of Change	2017	Annual Rate of Change	Overall Rate of Change
Homicide	2	2	0%	1	-50%	2	100%	0%
Rape	2	12	500%	7	-42%	4	-43%	100%
Robbery	30	24	-20%	30	25%	13	-57%	-57%
Aggravated assault	55	37	-33%	28	-24%	19	-32%	-65%
Total	**89**	**75**	**-16%**	**66**	**-12%**	**38**	**-42%**	**-57%**
Santa Paula	2014	2015	Annual Rate of Change	2016	Annual Rate of Change	2017	Annual Rate of Change	Overall Rate of Change
Homicide	3	0	-100%	2	200%	2	0%	-33%
Rape	3	11	267%	9	-18%	7	-22%	133%
Robbery	18	16	-11%	26	63%	18	-31%	0%
Aggravated assault	61	68	11%	43	-37%	76	77%	25%
Total	**85**	**95**	**12%**	**80**	**-16%**	**103**	**29%**	**21%**
Unincorporated	2014	2015	Annual Rate of Change	2016	Annual Rate of Change	2017	Annual Rate of Change	Overall Rate of Change
Homicide	0	1	100%	0	-100%	0	nc	nc
Rape	3	4	33%	2	-50%	1	-50%	-67%
Robbery	0	5	500%	4	-20%	7	75%	700%
Aggravated assault	16	20	25%	29	45%	28	-3%	75%
Total	**19**	**30**	**58%**	**35**	**17%**	**36**	**3%**	**89%**
Targeted Area Total	**1,077**	**1,120**	**4%**	**1,129**	**1%**	**1,085**	**-4%**	**1%**

Shots Fired

- **Table 14** provides the number of reported shots fired from 2014 – 2017.

- As shown, there was an overall 3% countywide increase in the number of shots fired from 2014 to 2017, as well as within the target area.

Measurable Objective:

- At least a 5% reduction in incidences of "shots fired" will be realized during each year of implementation

Notes/considerations about shots fired:

- Lack of reduction in shots fired may be due to limited period of engagement, meaning to sufficiently make an impact on this indicator, target efforts need to be implemented over a longer time period.

- As noted previously, it is recommended that measurable objectives more directly tied to gang-related activity be identified and included as a part of the overall evaluation for future programs.

Table 14. Shots Fired Ventura County 2014-2017

	2014	2015	Annual Rate of Change	2016	Annual Rate of Change	2017	Annual Rate of Change	Overall Rate of Change
Countywide	1,576	1,679	7%	1,808	8%	1,620	-10%	3%
County Non-Target Cities	803	918	14%	914	0%	827	-10%	3%
County Grant-Targeted Cities	773	761	-2%	894	17%	793	-11%	3%
Target City/Area								
Oxnard	596	642	8%	752	17%	678	-10%	14%
Port Hueneme	11	5	-55%	17	240%	7	-59%	-36%
Santa Paula	135	81	-40%	96	19%	83	-14%	-39%
Unincorporated Areas*	31	33	6%	29	-12%	25	-14%	-19%
Total	773	761	-2%	894	17%	793	-11%	3%

*Includes unincorporated areas of Saticoy, Somis, and El Rio.
Source: Law enforcement agencies across Ventura County provided "shots fired" metrics using either their Record Management System or Calls for Service database.

SECTION IV: Findings – Intensive Case Management Component

A. Component Overview

The ICM component supported the efforts of law enforcement by providing alternative interventions to gang members and potential gang members. Individualized services were offered to youth enrolled into case management. Requirements for eligibility for services stipulated that individuals must live within the targeted areas of the grant and must be between the ages of 12 and 24.[2] Additionally, individuals referred into the program needed to show a need for services by exhibiting one or more risk factors and/or having prior criminal histories (shown in **Figure 7**). Individuals who had histories of extreme violent tendencies or aggressive actions towards law enforcement were not approved for services, as a safety precaution for Case Management staff.

> **Figure 7. Eligibility Criteria: Risk Factors/Criminal History**
>
> **Youth has exhibited or experienced the following:**
> - Suspicious behavior related to violent crime or substance use
> - School discipline record
> - Arrested for weapon-related activity
> - Criminal record
> - Police citations
> - On probation
> - Re-entering the community after incarceration
> - Involved with one of the two county gang-injunctions
> - At risk for gang involvement (i.e., tag-bangers, associate with known gang members, involved in acts of violence)
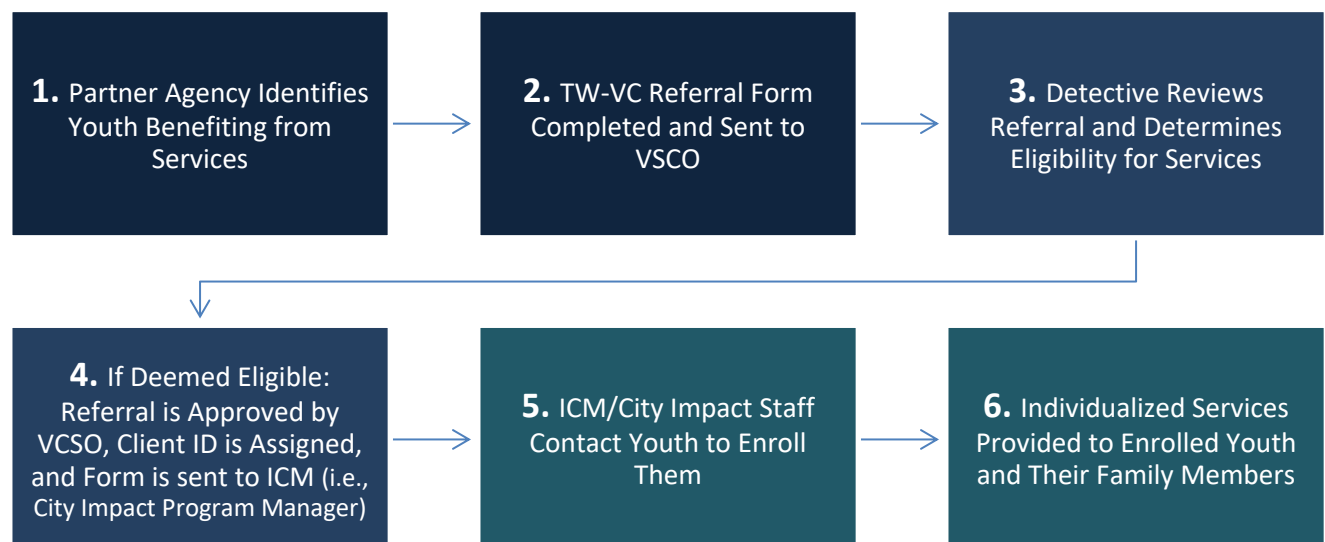> - Family history of gang involvement

At the start of the program and over the three-year grant term, county agencies/partners (e.g., schools, school resource officers, law enforcement agencies, probation, etc.) were notified about the program and provided with information about the eligibility criteria. **Figure 8** presents the referral and enrollment process. The referral process was an essential component of the grant, as it provided the avenue for identifying appropriate youth in support of the grant goal of diverting 360 youth into ICM.

Figure 8. Overview of Referral and Enrollment Process

1. Partner Agency Identifies Youth Benefiting from Services
2. TW-VC Referral Form Completed and Sent to VSCO
3. Detective Reviews Referral and Determines Eligibility for Services
4. If Deemed Eligible: Referral is Approved by VCSO, Client ID is Assigned, and Form is sent to ICM (i.e., City Impact Program Manager)
5. ICM/City Impact Staff Contact Youth to Enroll Them
6. Individualized Services Provided to Enrolled Youth and Their Family Members

[2] Due to an identified need after the launch of the program, a mid-course grant modification was made to the minimum age requirement at referral; age requirement was lowered to 12 from 14.

17

B. Program Referrals and Participation

Referrals Made Into Intensive Case Management

- Over the course of the grant term, a total of 460 referrals were made into ICM services across 19 county agencies or partners. An overview of referring partners is provided in **Table 15**.

- The average age at referral was 17 (range: 12–24).

- Starting in January 2016, youth enrolled in a similar program in the Fillmore area (i.e., Transformation Works-Fillmore), were absorbed within TW-VC in order to provide those youth and their family members with a continuum of care, as funding for that program had come to an end. Additionally, youth from this area were accepted into TW-VC, as Fillmore gangs have rivalries with gangs within the overall target area of the grant, and as such, impacted gang-related activity within the grant area.

Table 15. Referrals by County Agencies/Schools/Partners and Grant Year

	County Agencies/Partners	Number of Referrals Made^			
		2015[+]	2016	2017	Total
1.	City Impact	38	74	39	151*
2.	Ventura County Probation Agency	41	13	27	81
3.	Ventura County Sheriff's Office (VCSO)	6	36	23	65**
4.	Gateway Community School/Ventura County Office of Ed	6	15	32	53
5.	City of Oxnard, City Corps	27	14	10	51
6.	Frontier High School – School Resource Officer	--	21	--	21
7.	Oxnard Police Department	4	1	7	12
8.	Ventura County Medical Center - Victory Life	8	--	--	8
9.	Santa Paula High School	--	--	4	4
10.	Santa Paula PD SRO – Santa Paula High School	3	--	--	3
11.	Hueneme High School	2	--	--	2
12.	Fillmore Unified School District	--	1	1	2
13.	Fillmore High - School Resource Officer	--	--	1	1
14.	Center for Employment Training	1	--	--	1
15.	Pacific Clinics TAY Tunnel	1	--	--	1
16.	Public Defender's Office	1	--	--	1
17.	Young Life Oxnard	1	--	--	1
18.	Ventura County Behavioral Health	--	1	--	1
19.	Human Services Agency – Children & Family Services	--	--	1	1
	Total	**139**	**176**	**145**	**460**

^ Includes 6 youth referred into the program by different agencies/partners over the course of the grant term.
[+] Referral process began in April 2015.
*Of these, 42 were transfers from Transformation Works – Fillmore.
**Of these, 37 were from the Sheriff's Gang Unit.

City of Residence Among Referred Youth

▪ As shown in **Figure 9** the majority of referred youth lived in the City of Oxnard.

Figure 9. City Of Residence Among Referred Youth (N=444)*

- Fillmore 19%
- Other** 11%
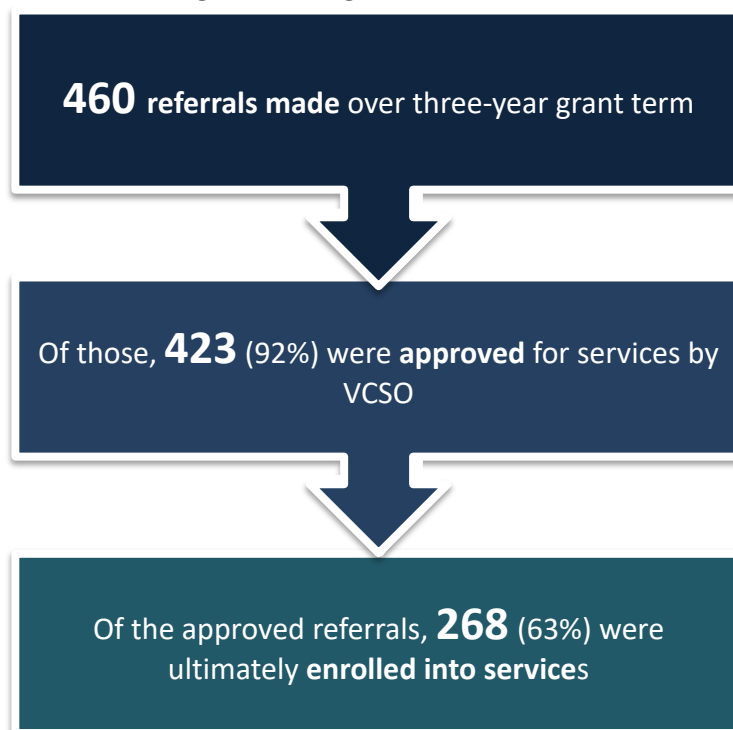- Santa Paula 4%
- Ventura 3%
- Oxnard 63%
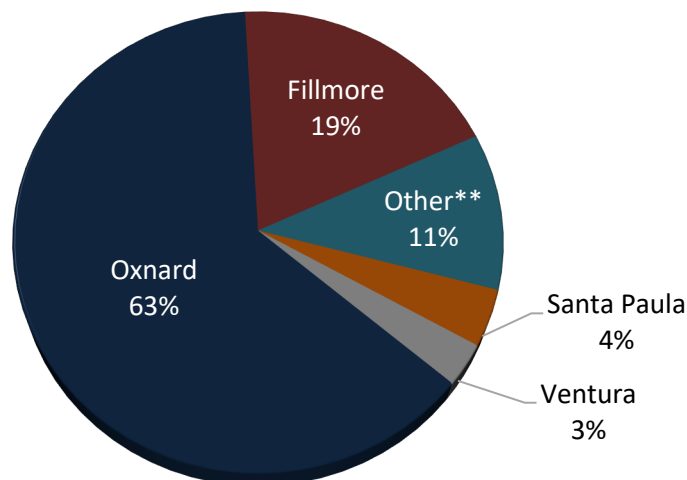
*Excludes individuals with duplicate referrals.
**Other includes cities/areas each identified 2% or less (including: Camarillo, El Rio, Port Hueneme, Saticoy, Simi Valley, Somis, Moorpark, Newbury Park, Oakview, Moorpark, and homeless youth).

Approvals and Enrollments into Intensive Case Management

▪ **Figure 10** presents the overall number of referrals made and ultimately, the number of youth who enrolled into services over the grant term.

▪ The average time from when VCSO received the referral to when it was reviewed/approved was 6 days (range: 0 – 14 days); with referrals most frequently being reviewed/approved within 3 days.

▪ Reasons participants did not enroll included: individuals were unable to be located after multiple attempts, individuals were not interested in the program, parents were not able to be contacted for consent, individuals no longer resided in Ventura County, or had been incarcerated since they were referred.

Figure 10. Progression into Services

460 referrals made over three-year grant term

Of those, **423** (92%) were **approved** for services by VCSO

Of the approved referrals, **268** (63%) were ultimately **enrolled into service**s

19

Risk Factors/Criminal History Among Approved Youth

To determine eligibility into the program, detectives from VCSO reviewed each referred individual's history across six domains: (1) family history of gang activity; (2) engaged in gang related activity; (3) probation terms; (4) prior felony arrests; (5) prior misdemeanor arrests; and (6) prior police contacts. **Figure 11** below shows the percentage of approved youth who had engaged in gang-related activity/had contacts with police or were at risk of engaging in criminal activity and would benefit from individualized services aimed at providing positive alternatives to a "negative lifestyle" and deterring those already involved in criminal activity from continuing to engage in that lifestyle.

Figure 11. Risk Factors and Criminal Justice Involvement Among Approved Youth (N=423)*

Risk Factor	Percentage
Family history of gang activity	12%
Engaged in gang related activity	44%
Probation terms at time of approval	45%
Prior felony arrests	48%
Prior misdemeanor arrests	70%
Prior police contacts	87%
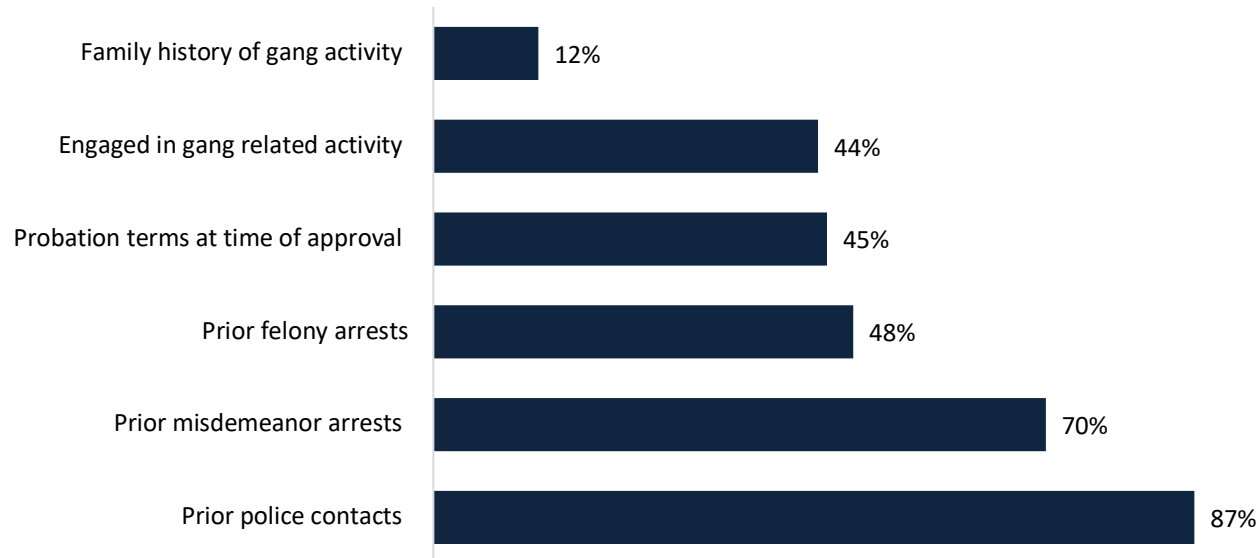
*Totals exceed 100 percent, as youth could have had multiple risk factors and types of criminal justice involvement.

Service Overview

Service Provision to Enrolled Youth

Upon approval into ICM, City Impact aimed to enroll each youth into services. Once enrolled into services, the unique needs of each individual were identified, a case plan was developed identifying specific goals to be met, and the appropriate services were provided to the youth and also to his/her family members (see **Figure 12**). City Impact worked with funded collaborative partners to provide necessary services. Case Management services included, counseling, educational and job assistance, support services, and linkages to resources like tattoo removal. Additionally, family members were provided with an array of services, based on the family's identified needs.

Figure 12. Progression Through Case Management

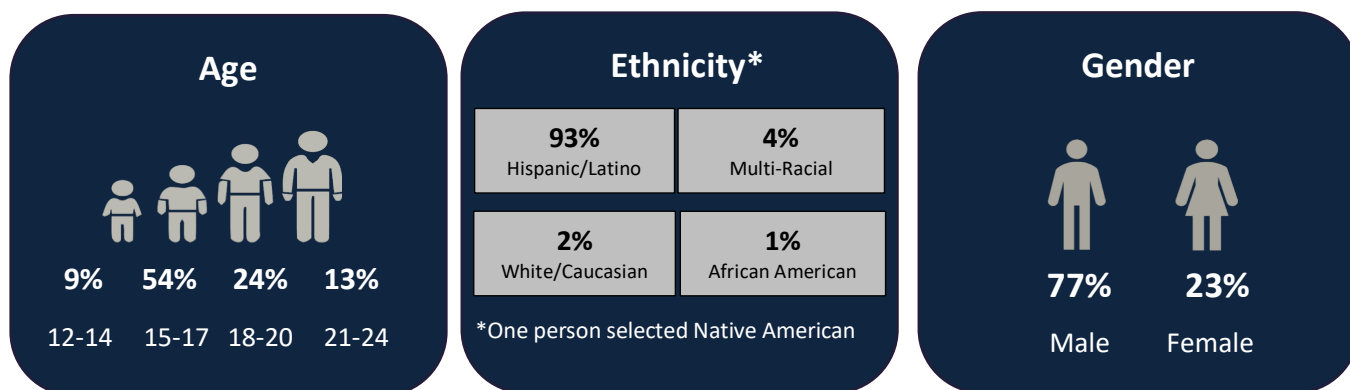| Engage with Approved Youth to Enroll into Services	Once Enrolled, Assess Needs of Youth and Family	Provision of Services to Youth and Family	Movement into "Follow-Up" Phase

Service Completion

Individuals were identified as having completed the program and moved into the "Follow-Up" Phase if: (1) they achieved at least two of the goals established in their case plan; and (2) their Case Manager determined the individual was showing improvements and making strides towards leading a more positive lifestyle (e.g., regularly attending school, successfully employed, making it to work on time, no longer needing as much support making it to appointments, etc.).

Once in the Follow-Up Phase, Case Managers interacted with youth on a less frequent basis, checking-in with the individual once a month or every other month. Case Managers would, however, continue to provide support to youth, as needed (e.g., assistance with resume development or updates, employment searches, or short-term re-engagement, etc.).
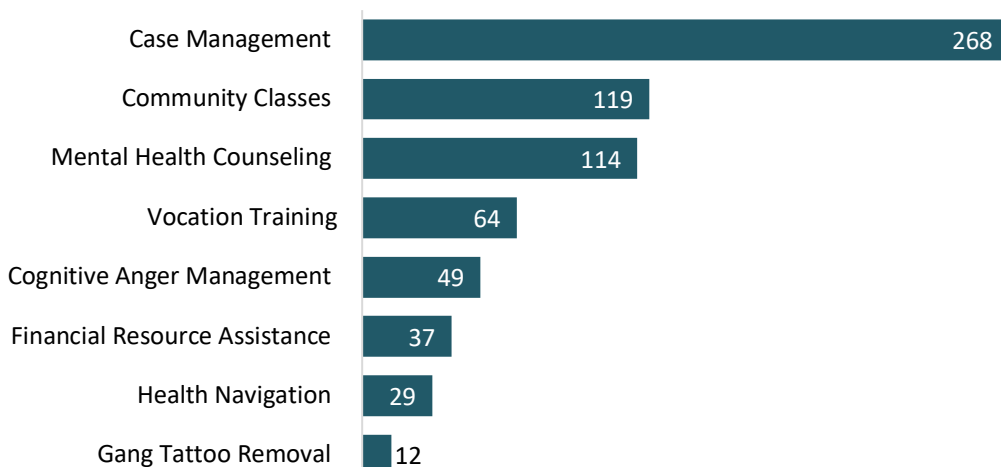
The information below outlines the demographic composition and types of services provided to youth who were enrolled in ICM during the grant term.

Demographic Information Among Youth Enrolled (n=268)

Age

9%	54%	24%	13%
12-14	15-17	18-20	21-24

Ethnicity*

93% Hispanic/Latino	4% Multi-Racial
2% White/Caucasian	1% African American

*One person selected Native American

Gender

77% Male	23% Female

Services Provided

Figure 13. Number of Youth Receiving Each Type of Service (N=268)

| Service	Number
Case Management	268
Community Classes	119
Mental Health Counseling	114
Vocation Training	64
Cognitive Anger Management	49
Financial Resource Assistance	37
Health Navigation	29
Gang Tattoo Removal	12

*Total youth engaged in each type of service exceeds the total number of enrolled youth, as individuals received more than one service.

Participation Status at End of Grant Term

- **Figure 14** provides the overall participation status at the end of the three-year grant.

- Among the 135 participants who had completed the program, the average length of participation was 12 months.

- The 65 participants who had an open (i.e., active) case at the end of the grant term will continue to be provided with service provision through other funding sources.

Figure 14. Overall Participation Status at End of Grant Term (n=265)*
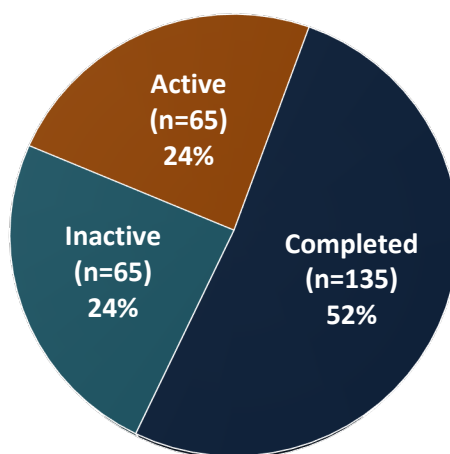
*Three individuals were deceased after enrolling into the program.

Participation Status by Age Group

- The participation status was assessed by age group (based on the age at enrollment) to determine whether any particular age group was more prone to disengage in service participation.

- As show in **Table 16**, the 18-20 age group had the highest percentage of "inactive" cases (i.e., 35%), meaning that individuals stopped coming to services for a variety of reasons. This may indicate that more concerted efforts need to be made to retain engagement among this group at the beginning of service provision.

Table 16. Participation Status by Age Group

Status*	Age Group				Total
	12-15	16-17	18-20	21-24	
	n = 56	n = 110	n = 65	n = 34	n = 265
Completed	48%	52%	48%	59%	52%
Active	34%	25%	17%	20%	24%
Inactive	18%	23%	35%	21%	24%

*Status based on Intensive Case Management Participant Tracking file as of December 31, 2017.

C. Participant Outcomes

Retention/Enrollment in School

- Retention and enrollment status was calculated for individuals meeting the following criteria: (1) enrolled in ICM services, and (2) had 12 months of observation time by program staff. This was done in order to standardize the observation time period across participants. The number of observations varied by participants and ranged from 1 to 3 different observation time points (i.e., review of enrollment status).

> **Measurable Objective – School Enrollment:**
> - At least 60% of targeted youth who participate in services will be retained or returned to high school, continuation school, GED classes and/or enrolled in a local college or university

- Based on this criterion, there were 151 eligible youth to be included in the analysis. **Table 17** provides the school enrollment status across the most recent observed time point for youth included in the analysis. As shown, across youth observed, 117 (77%) had either graduated/obtained their GED, were retained in school, or returned to school since they began service participation. Additionally, among those who were graduates/received their GED, 4 enrolled in college.

Table 17. Retained/Returned in School (n=151)

Status based on Final Observation	N	%
Graduated/GED	56	37%
Retained	53	35%
Returned	8	5%
Not retained / drop out	9	6%
Never enrolled	25	17%
Total	**151**	**100%**

Impact on Police Contacts and Arrests

- To assess changes related to the number of police contacts/arrests among individuals enrolled in ICM, police contacts and arrests were examined separately, as these two types of law enforcement interactions are qualitatively different. An arrest is a more severe criminal justice event compared to a "contact" (i.e., field interview or some other type of contact not resulting in an arrest). Additionally, police contacts may not always be tied to negative engagement with police, as some contacts may be positive interactions with the individual.

> **Measurable Objective – Police Contacts/Arrests:**
> - Participants will demonstrate at least a 50% reduction in the number of police contacts/arrests post-enrollment in case management

- Contact and arrest activity was calculated for individuals meeting the following criteria: (1) referred to ICM services, and (2) had 12 months of exposure in the program (enrolled in ICM) or the community (i.e., did not enroll in ICM). This was done in order to standardize the observation time period across participants. Thus, the observation time point for assessing police contacts and arrests was 12 months pre-referral into the program and 12 months post.
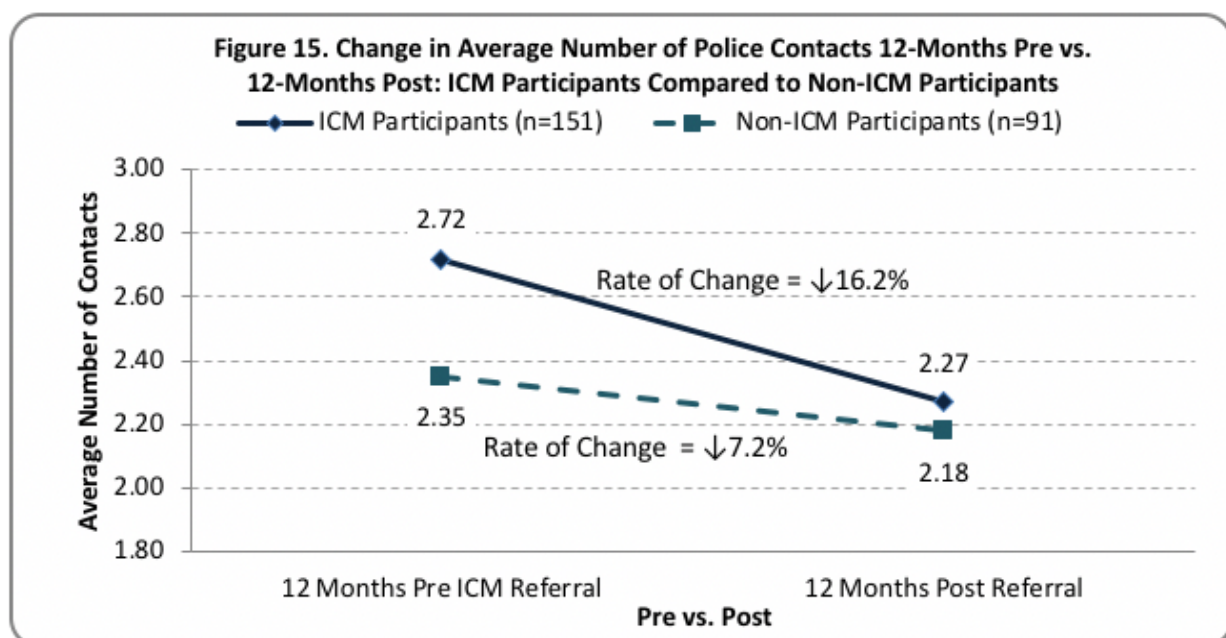
Police Contacts

- **Table 18 provides** the number of contacts observed pre- and post- enrollment, among youth who enrolled into services.

Table 18. Police Contacts Pre and Post Enrollment (n=151)

Number of Police Contacts	12-Months Prior to Enrollment		12-Months Post ICM Enrollment	
	Count	Percet	Count	Percet
No Contact	48	32%	57	38%
1 Contact	22	15%	24	16%
2 Contacts	20	13%	15	10%
3 Contacts	19	13%	15	10%
4 Contacts	12	8%	14	9%
5 Contacts	5	3%	8	5%
6 Contacts	7	5%	5	3%
7 Contacts	3	2%	5	3%
8 Contacts	5	3%	3	2%
9 Contacts	2	1%	1	1%
10 Contacts	3	2%	0	0%
11 or more Contacts	5	3%	4	3%

- Police contacts were also assessed for the same period among youth who were referred and approved for servcies but never enrolled.

- As shown in **Figure 15**, the average number of police contacts decreased for both groups (those who enrolled into ICM and those who did not).

- Participants who enrolled into ICM had a higher decreased rate of change during the time examined (i.e., 16.2%) compared to those who did not enroll into services.
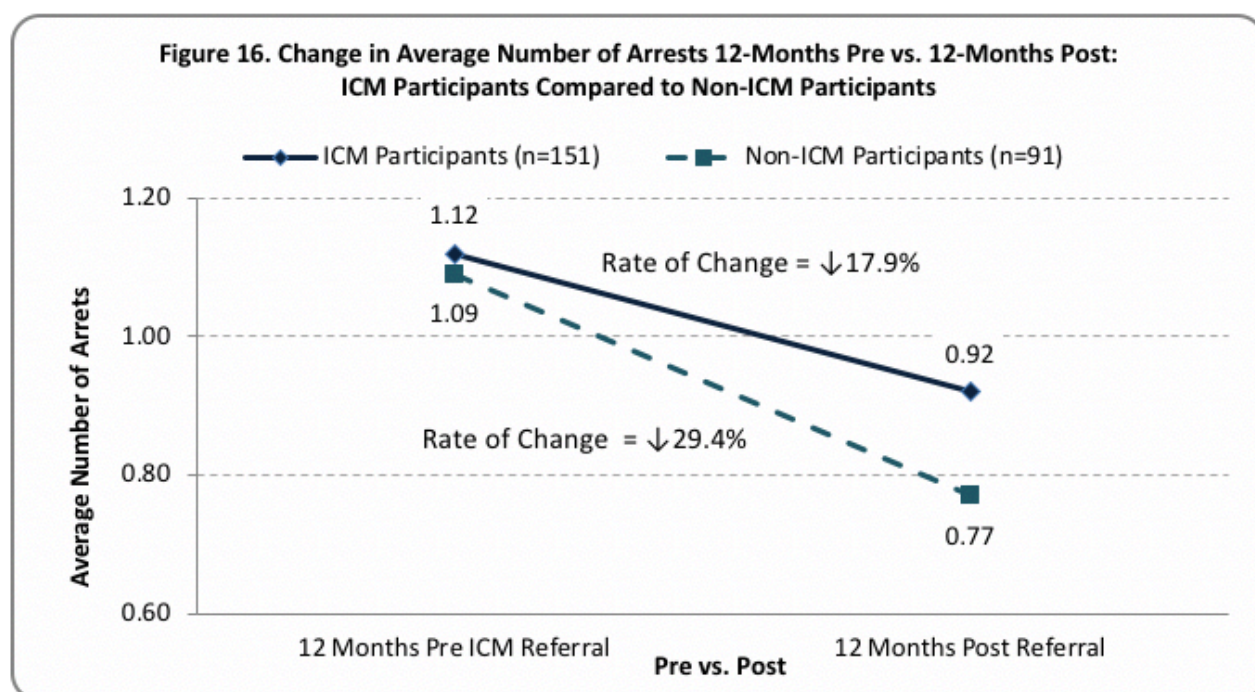

Figure 15. Change in Average Number of Police Contacts 12-Months Pre vs. 12-Months Post: ICM Participants Compared to Non-ICM Participants

Arrests

- **Table 19 provides** the number of arrests observed among youth who enrolled into ICM.

Table 19. Arrests Pre and Post ICM Enrollment (n=151)

Number of Arrest Pre vs. Post ICM Enrollment	12-Months Prior to Enrollment		12-Months Post ICM Enrollment	
	Count	Percet	Count	Percet
No Arrests	75	50%	90	60%
1 Arrest	36	24%	26	17%
2 Arrests	15	10%	19	12%
3 Arrests	10	6%	8	5%
4 Arrests	7	4%	5	3%
5 Arrests	6	4%	0	--
6 Arrests	0	--	2	1%
7 Arrests	1	1%	0	--
8 Arrests	1	1%	1	1%
9 Arrests	0	--	0	--
10 Arrests	0	--	1	1%

- Arrests were assessed for the same period among youth who were referred and approved for servcies but never enrolled.

- As shown in **Figure 16**, the average number of arrets decreased for both groups (those who enrolled into ICM and those who did not).

- The average number of arrests pre- to post- enrollment decreased by 17.9% for youth enrolled in ICM.

Figure 16. Change in Average Number of Arrests 12-Months Pre vs. 12-Months Post: ICM Participants Compared to Non-ICM Participants

Imact on Probation Violations

<table>
<tr><td></td><td>

Measurable Objective – Probation Violations

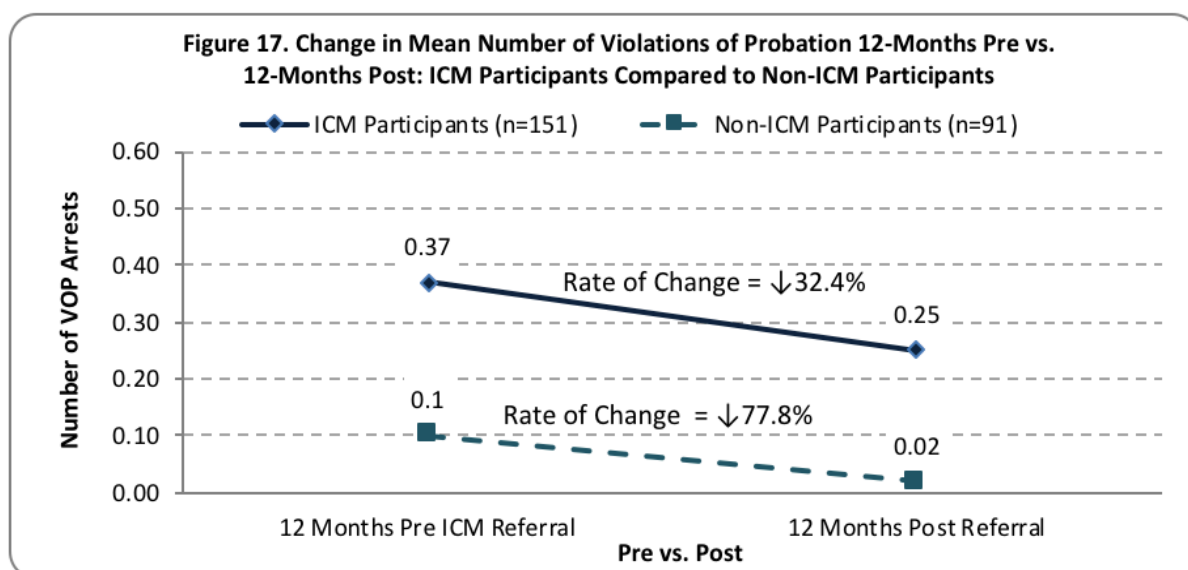Participants will demonstrate at least a 25% reduction in the number of violations for gang and/or weapons terms post enrollment

</td></tr>
</table>

- Information specific to violations for gang and/or weapons terms could not be assessed as initially identified in the measurable objective, due to limitations in data storage/management systems. As such, to measure this objective, arrests resulting from any violations of probation (VOP) were measured.

- As noted with the police contact and arrest activity, changes in VOPs were calculated for individuals meeting the following criteria: (1) were referred to ICM services, and (2) had 12 months of exposure in the program (i.e., enrolled in ICM) or the community (i.e., did not enroll). This was done in order to standardize the observation time period across participants. Thus, the observation time point for assessing probation violations was 12 months pre-referral into the program and 12 months post.

- **Table 20** presents the number of arrests specifically related to VOPs among youth who enrolled into ICM.

Table 20. Probation Violations Pre and Post ICM Enrollment (n=151)

VOP Arrests	12-Months Prior to Enrollment		12-Months Post ICM Enrollment	
	Count	Percet	Count	Percet
No VOP	121	80%	127	84%
1 VOP	16	10%	15	10%
2 VOPs	9	6%	6	4%
3 VOPs	1	1%	1	1%
4 VOPs	3	2%	2	1%
7 VOPs	1	1%	0	--

- **Figure 17** presents the average number of arrests related to VOPs among youth who enrolled into ICM and youth who were referred into ICM but did not enroll. As shown, there was a 32.4% reduction in the average number of VOPs pre and post enrollment into ICM.

Figure 17. Change in Mean Number of Violations of Probation 12-Months Pre vs. 12-Months Post: ICM Participants Compared to Non-ICM Participants

Participant Survey: Summary Findings

Survey Overview

To gather comprehensive information about the impacts of ICM services on program participants, individuals taking part in services for at least six months were asked to complete a Participant Survey. The survey assessed for the types of changes experienced as a result of participating in the program, recommendations for enhancing services, examples of the most helpful aspects of the program, and any additional comments participants wished to express.

Respondent Demographics

A total of 59 surveys were collected. **Table 21** provides respondent demographics and length of participation in the services at the time of survey completion.

Program Impacts

Respondents were asked to indicate whether they experienced specific outcomes related to protective factors, as a result of their participation. As shown in **Figure 18**, **nine in 10 respondents indicated experiencing improved outcomes within the three domains assessed.**

Table 21. Respondent Demographics and Participation Length

Demographics		Percent	Number
Gender (n=59)	Male	71%	42
	Female	29%	17
Age (n=55)	14 – 17	16%	9
	18 – 20	55%	30
	21 – 24	22%	12
	25 or older	7%	4
Length of Participation (n=56)	1 – 6 months	11%	6
	7 – 12 months	25%	14
	Over a year	64%	36

Figure 18. Program Impacts (N=59)

Increased Coping and Life Skills	• **As a result of participating in the program repsondents:** • Learned how to get along better with family, friends, and other people (n=58) • Learned how to control their feelings in a positive way (n=55) • Are better able to deal with peer pressure and not get involved in gang activity (n=55)
More Positive Outlook on Their Future and Improved School Performance	• **As a result of participating in the program respondents reported:** • Doing better in school and/or work (n=58) • Having a more positive outlook on life (n=57) • Feeling more hopeful about the future (n=57)
Source of Support and Positive Influence	• **Respondents reported:** • Their case manager was a positive influence in their life (n=56) • Feeling they had someone to talk to when they had problems (n=54)

Impact on Police Contacts (n=40)

Participants were also asked to indicate whether their contact with police has increased, stayed the same, or deceased. Among the participants for which this item was applicable (i.e. had prior contacts with police), **87% reported contacts with police had decreased**, 10% indicated contacts remained the same, and 3% (one person) reported increased contacts.

··

Open-Ended Item Analysis and Theming

Respondents were able to provide comments to three open-ended items: (1) benefits of the program; (2) recommendations for improvement; and (3) any additional comments about the program/their participation. Responses were themed and coded. Findings for each open-ended item are summarized below.

▪ **Program Benefits**

Fifty-four respondents provided a response when asked to describe how the program has added value to their lives. The six emergent themes, along with sample quotes, are provided below. The number of comments reported exceed the total number of respondents, as responses fell within multiple themes.

Overall positive influence and support provided by program/Case Managers (n=31)
- It helped me stay off the streets and to stay out of trouble.
- Having someone to talk to who won't judge me.
- My Case Manager's influence. He cares and he gets emotional when I mess up and not even my family does that. Always able to talk to him no matter what day or time which helped when I needed to talk at 1 am.
- No police contacts and a better life experience.
- Reduced police activity.
- The most helpful thing about the program was you have someone to talk to about your problems.
- They are here to help when you need it. They guide you.
- What helped me was I had someone to push me to do everything that I had to do to stay out of trouble.
- Took me to a better path.
- They help me out, less gang activity.
- They're like family, understanding and help me with struggles.

Assistance related to job searches, resume development, applications, and placement (n=23)
- The got me into Certified Employment Training and helped me get a job.
- Helps us look for jobs.
- Resume assistance and job leads.
- Helped me get forklift certified, OSHA, and HASMAT.
- Helps you get ready for job interviews and find a job.

Learned coping skills and/or experienced personal growth (n=8)
- Helped me think more about life and think about my future.
- My social skills and more positive attitude.
- Help me communicate more with my family.
- They help me with my work ethic.
- Told me what to do if I were to get mad or upset.
- Helping with my self-esteem and finding opportunities to thrive and improve.

Program provided needed resources (n=8)
- Gave me food, gas card, money to pay for my books.
- Transportation to probation or court dates and overall useful resources.

- Therapy, parenting classes, and anger management classes.

Motivation and encouragement for school attendance and success (n=6)
- Helped me finish school.
- My attendance in school increased and my grades are great.
- Helped me a lot with setting goals for my education.
- My grades went up.

General beneficial activities/program components (n=3)
- The outings.
- Field trips.

- ### Recommendations for Improvement

A total of 42 respondents commented when asked to provide recommendations for program improvement. Across the responses provided, most (n=26) were additional positive remarks about the program and included responses like, "Nothing. The program is great!" or "The program is fine the way it is. I get everything I need."
Among the 16 respondents who provided recommendations for improvement, responses fell within three themes:

Provide funding for school (n=9)
- Pay school for training.
- Pay for welding school.
- Pay for GED and ROD at adult ed.

More time in services (n=4)
- More time.
- More staff.

Other (n=3)
- Housing.
- Getting a job.
- Incentives.

- ### Additional Comments/Feedback

A total of 37 respondents provided a statement when asked for any additional feedback. Of these, all but one individual provided additional positive comments or examples of how the program has been a beneficial influence in their life.

The one person providing a recommendation indicated they would like more educational outings.

Selected quotations illustrating program impacts are provided on the following page.

Reported Participant Successes

Selected Comments

- My Case Manager helped me graduate high school by motivating me and also helped me find a job. He told me not to give up when I couldn't find a job at first. Best program I've been in.

- I didn't want to participate at first but then I agreed to listen. My Case Manager seemed legit and he proved it. How many case managers will work for free when you need them? My case manager was up at 3:30 am to pick me and my family up to go to UCMA for my son's surgery at 5 am. He then stayed with us until my son was out. I love him.

- My Case Manager has been a huge help in my life. She is such a positive role model and also to my family. All my family loves her. Thank you so much for your help!

- I got off of probation and am working every day so I don't spend time around home. I am also going to start working on getting my license. I haven't had any police contacts in more than 8 months.

- I have been able to completely understand my role as a parent and I have cut all the bad influences out of my life and am focusing just on my family.

- I saw a big change in my life. City Impact helped me so much.

- Since I've been working with my Case Manager I haven't gotten in trouble. I have been doing great. I have been dedicated to the counseling and I've been getting along better with people.

- This program is helping me to become a better person and is helping me look ahead to my future.

D. Family Member Services/Outreach

As part of the service provision model, family members of youth enrolled in the program were provided with services in order to support overall family needs and provide useful resources aimed at enhancing overall family functioning. Over the grant term, a total of 647 unduplicated family members were provided with services.

Services Provided

As shown in **Table 22**, an array of services was made available to family members in order to best meet their identified needs. Family members provided with services included parents, grandparents, siblings, children, significant others, and other family members (aunts/uncles, cousins).

Table 22. Types of Services Provided to Family Members	
▪ Employment Services ▪ Social Services (e.g., Section 8 Housing, Women's Shelter) ▪ Supplies/Resources (Christmas presents, baby supplies, food resources throughout the year, and Thanksgiving meal) ▪ Health Navigation ▪ Food Outreach	▪ Behavioral Health Services (e.g., counseling, Mental Health Crisis Response) ▪ Transportation Assistance ▪ Tattoo Removal ▪ Tax Preparation and Filing Resources ▪ Utility Assistance Program ▪ Parenting Classes

Family Member Survey: Summary Findings

Survey Overview

To assess for the extent to which family members "reported improved levels of family functioning" during each year of the project, surveys were administered to family members engaged in services. A total of 73 surveys were collected across families participating in the program.

Respondent Demographics

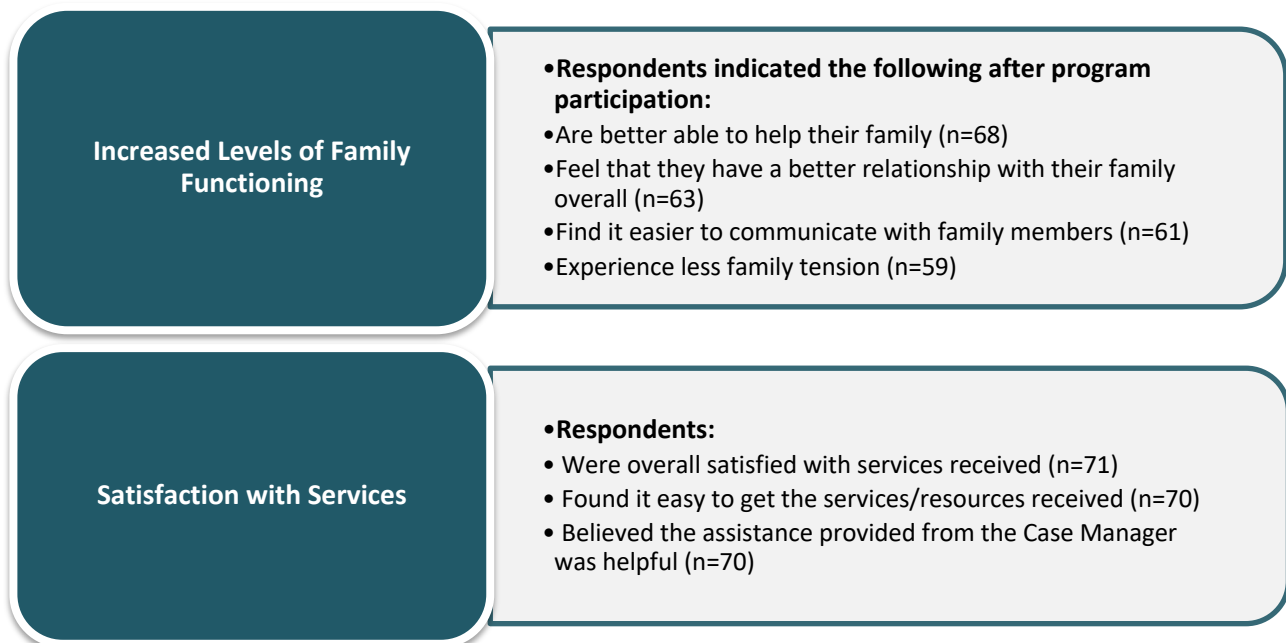Respondent demographics are provided on the next page (**Table 23**).

Table 23. Family Survey Respondent Demographics

Demographics		Percent	Number
Gender (n=65)	Female	83%	54
	Male	17%	11
Age Categories (n=73)	14 – 17	14%	10
	18 – 25	25%	18
	26 – 34	5%	4
	35 – 43	18%	13
	45– 54	33%	24
	55+	5%	4
Relation to Participant (n=68)	Mother	50%	34
	Other*	25%	17
	Sibling	18%	12
	Father	7%	5

* Includes: girlfriend/mother of participants' child, grandparent, aunt/uncle, step-parent, and cousin

Perceived Program Impacts

As shown in **Figure 19 below**, four out of five families/family members reported experiencing better family relationships as a result of the program; and nine out of 10 were satisfied with the services received.

Figure 19. Increased Family Functioning and Satisfaction with Services (N=73)

Increased Levels of Family Functioning

- •**Respondents indicated the following after program participation:**
- •Are better able to help their family (n=68)
- •Feel that they have a better relationship with their family overall (n=63)
- •Find it easier to communicate with family members (n=61)
- •Experience less family tension (n=59)

Satisfaction with Services

- •**Respondents:**
- • Were overall satisfied with services received (n=71)
- • Found it easy to get the services/resources received (n=70)
- • Believed the assistance provided from the Case Manager was helpful (n=70)

Open-Ended Item Analysis and Theming

Respondents were asked to provide comments to two open-ended items: (1) how the program has helped/benefitted their family and (2) recommendations for improvement. Findings for each open-ended item are summarized below.

▪ **Program Benefits**

A total of 62 respondents provided a response when asked to describe how the program has added value to their lives. The five emergent themes are provided below. The number of comments reported across categories exceeds the total number of respondents, as most responses fell within multiple themes. Sample quotes are provided in aggregate on the next page, as most responses provided encompassed more than one theme.

1. General positive comments about the program/Case Manager (n=22)

2. Provided needed resources and services (n=20)

3. Provided skills for improved family relationships (n=13)

4. Positive changes observed in youth participating in the program (n=13)

5. Helped with employment (n=3)

Family Member Quotes Illustrating how the Program Has Helped their Family

- Being able to learn how to use tools for better communication with my family and other relationships, especially when things are tough.

- [My child] shows better communication with his siblings and with me and has also been participating in more positive things.

- This program has helped me cope with my depression and I learned how to handle difficult situations.

- My son learned how to get work and is holding down a job.

- It's been a great help. We are working on being better parents.

- Before I had counseling it was really hard for me to talk with others about my situation, now I'm able to express myself and how I feel.

- As a family, we communicate more and resolve our problems in a more civilized manner.

- It has been helpful to me because it's been pushing me to do better and help my family.

- It has helped us by providing food when we did not have much to eat.

- This program has helped my family become closer, it helped me sign up for college, and also has provided transportation to help me get places and make my appointments.

- **Recommendations for Improvement**

Respondents were asked to provide any recommendations for improvement. Out of the 36 respondents who provided a response, 30 provided additional positive comments about the program. Of the six respondents who gave recommendations for improvement, responses fell within the following three categories:

1. Provide monetary assistance for trade/vocational school (n=2)
2. Increase awareness about the program (n=2)
3. More time for services (n=2)

SECTION V: Reducing Racial and Ethnic Disparities (RED) Trainings

In addition to executing on the various activities identified in the grant narrative, VCSO organized and hosted two RED Trainings. VCSO contracted with the Center for Children's Law and Policy to facilitate the training and present the content.

Participants in attendance represented various sectors and spanned across 10 counties throughout California (i.e., Kern, Los Angeles, Madera, Mono, Orange, Riverside, San Diego, San Mateo, Tulare, and Ventura). Additionally, representatives from the BSCC were in attendance at both events. In order to assess for the usefulness of the trainings and identify recommendations for improvement, participants were asked to complete a training evaluation form at the conclusion of each RED Training. Key findings for both trainings are presented below (**Table 24**). Based on feedback provided after the first RED Training and to allow for greater discussion and more thorough review of the content, the second training spanned over two days. **See Appendix A** for full evaluation summaries for each RED training conducted.

Table 24. Overview of RED Trainings, based on Sign in Sheets and Evaluation Forms Collected		
	1st RED Training: **June 30, 2016**	**2nd RED Training:** **October 30th and 31st, 2017**
Total Participants in Attendance	84	52 attended at least one day; 46 attended both days
Survey Respondents	59 (70% response rate)	41 (89% response rate)
Learnings	1. Gained a better understanding about issues facing youth of color in the juvenile justice system (80%). 2. Learned more about specific strategies for addressing racial and ethnic disparities (72%). 3. Learned how to communicate more effectively about racial issues affecting youth of color (64%).	1. Learned more about the issues facing youth of color in the juvenile justice system (53%). 2. Learned how to communicate more effectively about racial issues affecting youth of color (50%). 3. Learned more about what racial and ethnic disparities are (49%).
Believed Training was Valuable	1. Found the training to be a valuable experience (80%). 2. Over three-quarters indicated they plan on using strategies learned in their work (78%).	1. Found the training to be a valuable experience (61%). 2. Over half indicated they intend to use the strategies learned in the training at work (56%).
Areas for Improvement (based on themed coding of open-ended responses)	1. Training structure 2. Increased discussion around solutions 3. Provide additional data/information 4. More engagement among trainers 5. Increased facilitated discussion around local issues	1. Data/information provided was outdated or not relevant to CA 2. Training content/tone did not seem to meet the needs of the primary audience 3. Provide more concrete strategies and incorporate more activities/participation 4. Incorporate mental health and behavioral health concepts

SECTION VI: Summary of Key Findings

	Key Take-Aways
Program Implementation and Lessons Learned/ Recommendations	▪ Despite challenges experienced, overall, the program was able to be executed as initially intended (i.e., target groups were appropriately addressed across each grant component). ▪ Several successes were identified by primary program staff stemming from the program. Specifically, strengthened partnerships and the ability to engage in longer and more robust investigations were reported. ▪ Although challenges were experienced, program staff aimed to address the issues, as they arose throughout the grant term (see page 7 of the report for details). ▪ Lessons learned and recommendations for enhancing similar future initiatives were identified by key program staff (see pages 7 & 8 of the report for details). ▪ In addition to executing the activities described in the grant narrative, VCSO organized and hosted two RED Trainings made available to JAG funded recipients throughout the state.

Outcomes	▪ **Law Enforcement Component**
	  − 78 of the most influential gang members contributing to gang-related crime in the target area were incarcerated.
	
	  − Over $600,000 tied to the sales of narcotics was seized.
	
	  − Over 100 fire arms were seized from gang members.
	
	  − Various types of drugs were seized over the grant term (i.e., methamphetamine, heroin, cocaine, marijuana, and prescription drugs).
	
	▪ **Intensive Case Management Component**
	  − 268 at risk or gang-involved youth were provided with some sort of service and support over the grant term.
	    o Among youth enrolled in services, 77% were retained, returned, or graduated high school.
	    o Youth enrolled in services had decreases in the mean number of police contacts, arrests, and arrests related to probation violations compared to one-year pre-enrollment into services.
	  − A total of 647 family members, of enrolled youth, were provided with needed services and resources to help the family unit be successful in achieving a more positive lifestyle and better family functioning.
	    o Among families surveyed, 83% reported increased levels of family functioning as a result of participating in services.

Appendix A - RED Training Evaluation Form Summaries

Reducing Racial and Ethnic Disparities in the Juvenile Justice System
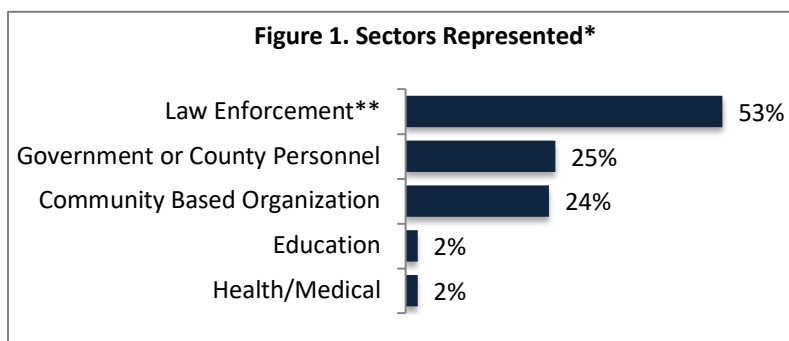**Training Evaluation Form – Summary Findings**

ii

Training Participation

A total of 84 participants attended the Reducing Racial and Ethnic Disparities in the Juvenile Justice System (RED) Training held on June 30, 2016, hosted by the Ventura County Sheriff's Office and the Board of State and Community Corrections (BSCC). The training was facilitated by the Center for Children's Law and Policy. Participants represented various sectors and spanned across seven counties throughout southern California (i.e., Los Angeles, Madera, Orange, Riverside, San Diego, San Mateo, and Ventura). Additionally, four representatives from the BSCC were in attendance. In order assess for the usefulness of the training and identify recommendations for improvement, participants were asked to complete a training evaluation form. Findings from the completed evaluation forms are presented below.

RED Training Evaluation Form – Summary Findings

Respondents

Out of the 84 training participants, 59 completed an evaluation form (i.e., 70% response rate). *Over half of the survey respondents (59%) indicated attending the training as a part of their BSCC Justice Assistance Grant (JAG) funding requirement*. As shown in **Figure 1**, over half (53%) of the respondents worked in law enforcement.

Figure 1. Sectors Represented*

Law Enforcement** — 53%
Government or County Personnel — 25%
Community Based Organization — 24%
Education — 2%
Health/Medical — 2%

*Percentages exceed 100, as some respondents selected more than one response
** Includes participants that identified themselves as a "Probation Officer"/"Probation"

Respondents' Perceptions Regarding RED Training Components

Respondents were asked to indicate their level of agreement with a series of statements specific to what they learned, their perceptions of the trainer(s), and their overall experience with the training. Based on findings from the evaluation forms collected, respondents, in general, had positive perceptions about the training content, trainers, and the training overall (see below and corresponding information on **Table 1** on the following page).

- ✓ **Informative training.** Respondents believed they:
  - Gained a better understanding about issues facing youth of color in the juvenile justice system (80%).
  - Learned more about specific strategies for addressing racial and ethnic disparities (72%).
  - Learned how to communicate more effectively about racial issues affecting youth of color (64%).

- ✓ **Effective trainers.** Nearly all (95%) respondents agreed the trainers were knowledgeable about the content presented in the training. Furthermore, the majority of respondents (87%) agreed the trainers communicated effectively.

✓ **Valuable overall experience.** Four out of five respondents (80%) indicated they found the training to be a valuable experience; with over three-quarters (78%) indicating they intend to use strategies learned from the training in their work. Moreover, 72% of respondents would recommend the training to a colleague.

Table 1. Respondent Perceptions Regarding RED Training Components

Statement	Level of Agreement with Statement Provided				
	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
1. As a result of attending this training I… a. Gained a better understanding about issues facing youth of color in the juvenile justice system. (n=59)	26%	54%	15%	5%	0%
b. Learned more about specific strategies for addressing racial and ethnic disparities. (n=59)	29%	43%	22%	3%	3%
c. Learned how to communicate more effectively about racial issues affecting youth of color. (n=59)	15%	49%	27%	7%	2%
2. The trainer(s) was knowledgeable about the content being presented. (n=57)	51%	44%	5%	0%	0%
3. The trainer(s) communicated effectively. (n=59)	51%	36%	8%	5%	0%
4. Overall, the training was a valuable experience. (n=59)	37%	43%	17%	3%	0%
5. I plan to use one or more strategies from the training in my work. (n=59)	25%	53%	19%	3%	0%
6. I would recommend this training to a colleague. (n=58)	38%	34%	17%	9%	2%

Open-Ended Responses

Respondents were also asked to describe: (1) what was most useful about the training, and (2) what, if anything, was not useful or could be improved. Each open-ended item is presented below along with emergent themes and illustrative quotes corresponding to each theme.

What was most useful about the training?

A total of 36 respondents described what they found most useful about the training. Emergent themes and sample responses are presented below. Responses across each theme exceed the total number of individual respondents, as several comments fell into multiple categories.

Group Discussion and Activities (n = 10)
− "Hearing others' experiences with implicit bias."
− "Great opportunity for discussion and exploration of important issues."
− "The portion of the training I found useful was the discussion on micro-aggressions and the circumstances regarding bias."
− "Going over practical situations and communication as well as strategies."
− "The interactive exercises."

Structure/Content of Training (n=10)
− "I think just getting all the information will help me when I am trying to decide how to move forward with a case."
− "Instilling awareness to deter passing judgment or personal bias toward others."
− "The training can be used for both juveniles and adults."
− "I'm glad it is a diverse group."
− "The broad coverage of implicit biases."

Data and Statistics Provided (n = 7)
- "The statistics provided a clear picture of where the disparities are…they were shocking."
- "Providing data and examples of how individuals can counter the negative effects of racial biases."
- "Learning more about data of the differences."

Resources (n=6)
- "I appreciated the web links and will reuse them."
- "Great booklet!"
- "I believe the PowerPoint will be provided in electronic version which will be very helpful for training others."

Personal Reflection Stemming from Training (n=6)
- "This training caused me to look back and assess my biases, and how that affected my decisions. This also gave me a resolve to be vigilant of my current biases and compensate and/or change this condition especially as it impacts the decisions I make."
- "I will likely consider a lot more options before making a decision."
- "I need to be forgiving about my own experiences."

Videos (n=5)
- "I enjoyed the videos."
- "The videos are very good teaching tools…the visual lingers in my mind."

Trainers (n = 3)
- "The trainers provided a safe space for everyone to express themselves."
- "The presenters were relatable and down to earth in their approach."
-

What, if anything, was not useful or could be improved?

A total of 27 respondents answered this question. *Nearly a quarter of these respondents (22%) provided positive remarks about the training (e.g., "It was all useful," "I really liked the one-day format," etc.).* The remaining 21 responses were related to recommendations or descriptions about what was not useful. Comments primarily fell within the four themes presented below (sample quotes illustrating each theme are also provided), with one respondent noting, "some of the videos were not helpful." Responses across each theme exceed the total number of individual respondents, as several comments fell into multiple categories.

Structure of Training (n = 10)
- "Training was too long."
- "Perhaps more interactive activities in smaller groups. This could lead to more engaged discussion."
- "Identifying what role we all play to reduce RED is recommended."
- "Websites should be provided during session and not emailed to us later."
- "More exercises and practical examples."

Training Vague/More Solution Discussion (n = 10)
- "The training was too vague."
- "This was so general."
- "I overheard some joking about micro-aggressions that made it clear that they did not understand how micro-aggressions can impact others. It's difficult because while most micro-aggressions are unintended the word "aggression" implies intent. It would be helpful to go deeper into the issue, helping those who have never experienced them to understand why or how seemingly well-meaning comments can be harmful."
- "Most of the presentation was aimed at speaking on how our jobs might be affected but there was little talk on what could be done to reduce disparities."

- "With all due respect, there was not much offered in solutions or recommendations. Felt more like a lot of pointing fingers. More specific, clear directions/expectations on break-out exercises would help the class/topic tends to make one feel s/he is biased on nearly every level. Can't we just compliment people without being biased?"

Additional Data/Information (n = 7)
- "There was some repetition of the data that could have been avoided. Data on African American and Asian youth would have been useful."
- "Also include implicit bias related to Arab-Americans. Great to see and discuss Latino youth, but would have liked to see a comparison of White, Latina, and Black youth within the context of the discussion."
- "Perhaps include why Latinos have a fear of Law Enforcement and what the data indicates regarding minorities and generational immigrant populations."

Trainers (n = 4)
- "Presenters could engage audience better."
- "Because this can be a difficult subject, a dynamic speaker is key."

Local Discussion (n = 3)
- "Would appreciate an opportunity to find out about efforts specific to Ventura County."
- "Local information would be helpful."

Reducing Racial and Ethnic Disparities in the Juvenile Justice System
Training Held on October 30th and 31st, 2017
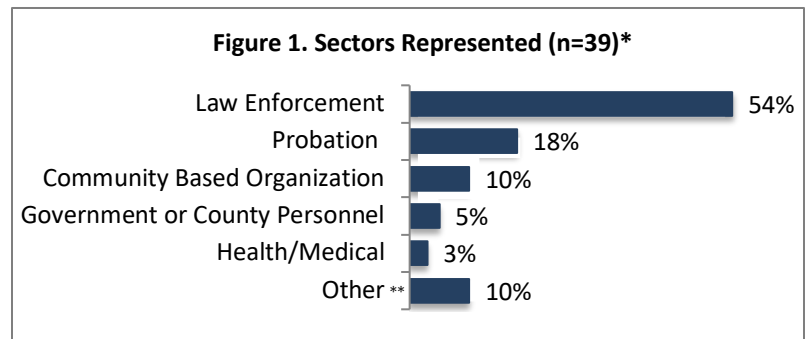**Evaluation Forms – Summary Findings**

Introduction / Training Participation

A total of 52 participants attended the Reducing Racial and Ethnic Disparities in the Juvenile Justice System (RED) Training held on October 30th and 31st, 2017 (46 participants attended both days and 6 attended only the first day). The event was hosted by the Ventura County Sheriff's Office and the Board of State and Community Corrections (BSCC) and facilitated by the Center for Children's Law and Policy. Participants represented various sectors and spanned across seven counties throughout southern California (i.e., Los Angeles, Tulare, Kern, Mono, San Diego, Santa Clara, and Ventura). Additionally, two representatives from the BSCC were in attendance. In order assess for the usefulness of the training and identify recommendations for improvement, *participants who attended both days were asked to complete a training evaluation form*. Findings are presented below.

RED Training Evaluation Form – Summary Findings

Respondents

Out of the 46 participants that attended both days, 41 completed an evaluation form (i.e., 89% response rate). *About 1 in 5 respondents (18%) indicated attending the training as a part of their BSCC Justice Assistance Grant (JAG) funding requirement*. As shown in **Figure 1**, nearly three-quarters (72%) identified themselves as enforcement (i.e., law enforcement or probation).

Figure 1. Sectors Represented (n=39)*

Law Enforcement	54%
Probation	18%
Community Based Organization	10%
Government or County Personnel	5%
Health/Medical	3%
Other **	10%

*Two respondents left the item blank.
** Other includes: BSCC, Behavioral Health, Mental Health, Child Welfare.

Perceptions Regarding RED Training

Respondents were asked to indicate their level of agreement with a series of statements specific to what they learned, their perceptions of the trainer(s), and their overall experience with the training. A high-level overview of response trends is provided below; see **Table 1** on the following page for more detailed information.

✓ **Usefulness of training.** Respondents believed they learned:
- More about the issues facing youth of color in the juvenile justice system (53%).
- How to communicate more effectively about racial issues affecting youth of color (50%).
- More about what racial and ethnic disparities are (49%).
- How to address implicit bias (47%).
- More about specific strategies for addressing racial and ethnic disparities (39%).

✓ **Trainer communication.** Just over half (51%) of the respondents agreed the trainers communicated effectively.

✓ **Overall, valuable experience.** Sixty one percent of respondents indicated they found the training to be an overall valuable experience.

- Over half (56%) of respondents indicated: (1) they intend to use strategies learned from the training in their work and (2) the concepts covered will help them make better decisions when working with youth in the juvenile justice system.
- Additionally, 58% of respondents would recommend the training to a colleague.

Table 1. Respondent Perceptions Regarding RED Training Components

Statement	Level of Agreement with Statement Provided				
	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
1. As a result of attending this training I… a. Learned more about what racial and ethnic disparities are (n=39)	10%	39%	15%	18%	18%
b. Learned specific strategies for addressing racial and ethnic disparities. (n=39)	3%	36%	25%	18%	18%
c. Learned how to address implicit bias. (n=38)	13%	34%	24%	11%	18%
d. Learned more about the issues facing youth of color in the juvenile justice system. (n=40)	8%	45%	13%	12%	22%
e. Learned how to communicate more effectively about racial issues affecting youth of color. (n=40)	10%	40%	15%	13%	22%
7. The trainer(s) communicated effectively. (n=41)	19%	32%	27%	7%	15%
8. I plan to use one or more strategies from the training in my work. (n=41)	15%	41%	17%	10%	17%
9. The concepts covered will help me make better decisions when working with youth in the juvenile justice system. (n=41)	10%	46%	15%	12%	17%
10. Overall, the training was a valuable experience. (n=41)	15%	46%	7%	10%	22%
11. I would recommend this training to a colleague. (n=40)	20%	38%	13%	7%	22%

Open-Ended Responses

Respondents were also asked to describe: (1) what was most useful about the training, and (2) what, if anything, was not useful or could be improved. Each open-ended item is presented below along with emergent themes and illustrative quotes corresponding to each theme.

What was most useful about the training?

A total of 32 respondents provided a response to the question. Emergent themes and sample responses are presented below.

Useful Information Provided/New Awareness Gained (n=10)
- "To be open minded, accept bias."
- "Awareness of issues presented."
- "Educating and food for thought."
- "Knowing Ventura County is ahead of many law enforcement agencies."

Dialogue and Collaboration (n=5)
- "Being able to talk openly and hear about racial disparities."
- "Open dialogue, safe environment to talk about difficult topic."
- "The trainers encouraged dialogue between those in attendance."

Information/Learning Specific to Implicit Bias (n=5)
- "The most useful information was the discussion on implicit bias and how they show in reports, which impacts decisions."
- "Learning ways to address implicit bias."
- "How to look at and talk about implicit bias."

Negative Comments About the Training (n=4)
- "I did not find the event useful. Stats were outdated or handpicked to support the agenda. The prevalence of 'white privilege' statements are detrimental to unification."
- "Not really anything."
- "Nothing."

Strategies/Skills Taught (n=3)
- "Tips and tricks on how to communicate with others and be sensitive of other's feelings when it comes to race and ethnicity."
- "How to speak about disparities, seeing the complexities of disparities; ways to address them with equity and programming."
- "Interventions."

Training Materials (n=2)
- "Silent beats" video. Very effective tool to convey assumptions, stereotypes, and reality vs. perception.
- "Good PowerPoint."

Other (n=3)
- "A lot; not one thing."
- "This made me realize some of my coworkers need this training regarding race and addressing race."
- "How to hold everyone's hands and not hold them accountable for their actions no matter what race they are."

What, if anything, was not useful or could be improved?

A total of 27 respondents provided a response to this question. Comments fell within the five themes presented below (sample quotes illustrating each theme are also provided). Responses across each theme exceed the total number of individual respondents, as several comments fell into multiple themes.

Data Related Feedback (information was outdated, not relevant to CA, or too much data presented) (n=12)
- "I believe using updated data will improve the training."
- "The data displayed did not coincide with California law and was outdated. This class should consider all races and not just Hispanics and African Americans."
- "Too much data presented."
- "The stats are pulled from several years ago and used for the instructors' personal bias!"
- "Use current data for California, especially if giving a seminar in California."
- "It was very evident the presenters were informed and educated on data (though not current) and academic RED content. Educate yourself on the area you will be presenting at and pull relevant geographic data."

Training Content/Tone Did Not Seem to Meet the Needs of the Primary Audience (n=9)
- "Be mindful of the information and intent of the training. The presenters were very skewed and did not seem informed beyond theory and data collection. This training seemed superficial in the sense that we were not offered an opportunity to provide practical feedback. This training would be more beneficial to individuals who have not been exposed to this type of information. If you haven't participated in a law enforcement ride-along, do it. Spend time in juvenile detention facilities. Join the conversations around law enforcement and probation briefing tables. Be cognizant of our audience. It was very evident the presenters were not comfortable with or receptive to law enforcement feedback."
- "Don't bash white law enforcement officers. Get facts straight before you accuse law enforcement of racial disparity."
- "I feel the instructors should be open minded when discussing an issue with those who have been exposed to a lot more (law enforcement)."
- "I thought this class was going to cover all races. Didn't appreciate the law enforcement bashing, or being told I am privileged when I came from nothing and worked my way to something. We make our own fate, no matter what color we are."
- "Speakers both could have swapped out more frequently and/or asked for sharing among tables to support each other and discharge the 'negativity' that struggling audience presented to keep your energy/enthusiasm up during the day."

Provide More Concrete Strategies and Incorporate More Activities/Participation (n=7)
- "To have more solutions based on the data. Invite more of the policy makers to the training."
- "We should spend our time learning about ways to reduce the disparities."
- "Repetition of the stats and the racial problem. I would like more information about strategies."
- "More activities to move around – there was a lot of sitting and listening. For the "Diversion Exercise" – we need more than one copy, as the questions were specific to looking at data/graphs and a group discussion was difficult (needed to be on color paper)."
- "The entire class was great. I would like to see more actual intervention along with outcomes from around the state and nation."
- "Address why juveniles are committing crimes and what LE could do to combat this."

Other/Miscellaneous (n=4)
- "This event needs a full overhaul to be considered a training."
- "In our line of work a lot of things are based on physical descriptors in comparison to ethnicity. Time doesn't give us the opportunity to focus on culture when dealing with subjects of different ethnicity."
- "In our county, we police based on crime committed regardless of race."
- "We are all equal. No one is greater. Let's get off of race. This felt like a racial conference at the beginning."

Incorporate Mental/Behavioral Health Concepts (n=2)
- "Add a mental health component."
- "Behavioral/mental health concepts should be included."