



South County Youth Task Force Project THRIVE!

Final Evaluation Report, 2021

CONTENTS

EXECUTIVE SUMMARY	4
Accomplishments	4
Result Area 1: COMMUNITY MOBILIZATION AND COMMUNITY EDUCATION	4
Result Area 2: YOUTH EDUCATION AND OUTREACH.....	5
Result Area 3: COMMUNITY/LAW ENFORCEMENT RELATIONS	5
Accomplishment:.....	5
Incidents and Barriers	5
2019 Gilroy Garlic Festival Mass Shooting	6
Impacts of COVID-19	6
High Program Staff Turn over	7
Increased Violence Among Youth	8
Sustainability.....	8
Unintended Outcomes.....	8
New Services and Support	8
Morgan Hill Nueva Esperanza Neighborhood Resident Group	9
New Community Collaborations	9
Lessons Learned.....	10
Challenges with Promotores Program Start-up	10
PROJECT DESCRIPTION	11
Overview of the Project.....	11
CalVIP/Project THRIVE! Partners.....	12
Project Goals and Objectives	12
RESULT AREA 1: COMMUNITY MOBILIZATION AND COMMUNITY EDUCATION	12
RESULT AREA 2: YOUTH EDUCATION AND OUTREACH.....	12
RESULT AREA 3: COMMUNITY/LAW ENFORCEMENT RELATIONS.....	12
DATA COLLECTION	14
Data Collection System.....	14
RESEARCH DESIGN.....	15
Process Evaluation	15
Outcome Evaluation.....	17
RESULTS AND CONCLUSIONS.....	19
RESULT AREA 1: COMMUNITY MOBILIZATION AND COMMUNITY EDUCATION	21
Universidad Popular.....	23
RESULT AREA 2: YOUTH EDUCATION AND OUTREACH.....	23
Activities and Outcomes	23
Recidivism.....	30
RESULT AREA 3: COMMUNITY/LAW ENFORCEMENT RELATIONS	30

Activities and Outcomes30
Conclusions 34
LOGIC MODEL 36
THEORY OF CHANGE 37
ARTICLES ABOUT PROJECT THRIVE!..... 38



Final Evaluation Report Completed by:
Applied Survey Research
55 Penny Lane, Suite 101
Watsonville, CA 95077
(831)728-1356

EXECUTIVE SUMMARY

Project THRIVE! intended to develop a connected and civically engaged community and address persistent inequities in identified areas of need through creating or recreating of space. The project was designed with youth, families, and all community members and identified “hotspot” neighborhoods in mind. Despite multiple incidents and barriers (outlined below) during the project timeframe, project goals were accomplished.

ACCOMPLISHMENTS

Project THRIVE! had many accomplishments, ranging from the introduction of new parental and youth supports to advocacy work and trainings for community-based partners and resident leaders that would empower them to transform themselves, their families, and their neighborhoods. The project focused on expanding community knowledge in violence prevention strategies and efforts, connecting families who felt marginalized to larger collaborative existing efforts, and enhancing relationships between them and their local public servants and law enforcement stakeholders.

The project was able to address gaps within the continuum of care services, focusing on efforts that would ultimately grow community confidence, relationships, and security in a time and climate marked by difficulties and violence. The model focused on building skill sets, advocacy, and leadership traits that would continue to grow and develop beyond the Project THRIVE! CalVIP Grant timeline.

Residents in 2016-2017 community forums who felt disconnected, lacked education in issues facing youth, and yearned to be part of something bigger have since shared in a 2021 East Gilroy focus group how programs under the Project THRIVE! umbrella made them feel **confident, connected, and empowered** to be vocal and do more as a part of their community’s solutions. Below are specific accomplishments under each of the project’s result areas:

Result Area 1: COMMUNITY MOBILIZATION AND COMMUNITY EDUCATION

Accomplishment: Thirty-four (34) Promotores were trained and delivered much needed support to the community during the COVID-19 pandemic and are now advocating for more changes in their community.

Accomplishment: San Ysidro Nueva Vida Resident Group (SYNV) was recognized by the Latino Family Fund and South Valley Middle School Philanthropy cohort for their community advocacy and engagement work, and the Latino Family Fund invited SYNV to apply to their “Youth in Philanthropy” grant, which they received. SYNV promotores were recognized by Vision y Compromiso and awarded the Corazon de Servicio award at Vision y Compromiso’s annual statewide promotor conference in 2021 for their COVID-19 promotor efforts.

Accomplishment: South County Gun Buy Back in 2019, included distribution of gun locks and gun safety education and mental health support resources (493 guns removed and demolished, including 26 assault weapons, 205 handguns, 159 rifles, 103 shotguns; 300 gun locks distributed, and 200 resources bags distributed).

Result Area 2: YOUTH EDUCATION AND OUTREACH

Accomplishment: Six hundred forty-one (641) unduplicated youth participated in afterschool programming during the project timeframe in Gilroy and Morgan Hill, CA. Of 43 youth participants who completed Xinachtli, Living Above the Influence (LATI) Chill Out, and ConXion program post-assessments, 77% reported increased life skills.

Accomplishment: Over 10,000 violence prevention contacts made in known hot-spots locations in South County.



Result Area 3: COMMUNITY/LAW ENFORCEMENT RELATIONS

Accomplishment: Of 25 community members who completed a Community Police Academy post-assessment, 92% reported having increased trust in law enforcement officers and 92% reported having worked to establish better relationships with law enforcement officers in their community to solve problems, because of their participation.

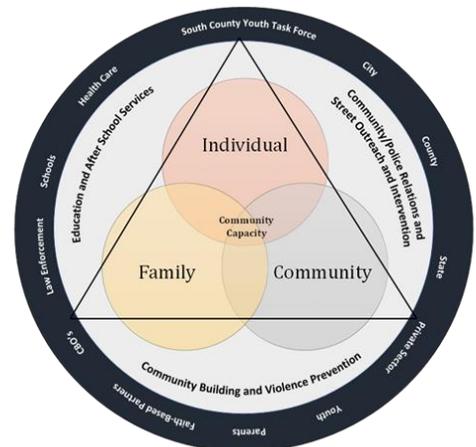
Accomplishment: Over 8,000 duplicated community members attended twenty two (22) community events that promoted and opportunity for relationship building between community and law enforcement.

ACCOMPLISHMENT: INCIDENTS AND BARRIERS

Project THRIVE! achieved its stated goals even in the face of dramatic, unforeseen setbacks, delays and changes to the communities in South County, including the mass shooting at the 2019 Gilroy Garlic Festival, the COVID-19 pandemic, and high staff turnover. The chaos and aftermath of the 2019 shooting at the Gilroy Garlic Festival and the COVID-19 pandemic's lengthy shutdown less than a year after the shooting, forced grantees, staff, and community partners to regularly adapt and pivot to keep-up with community needs and demands.

Despite the ever-changing climate and challenges, THRIVE! was purposeful in creating strategies and approaches for building trust and stronger community relationships, using a Restorative Paradigm at the heart and the Multi-System Approach Model (triangled services where larger prevention work happens at a community level and more intensive supports happen in smaller tiered approaches).

THRIVE: Tiered Continuum of Care Model



Community-Centered Evidenced-Based Practice Approach to Violence Prevention and Reduction through our Multi-Agency Partnership South County Youth Task Force

2019 Gilroy Garlic Festival Mass Shooting

A mass shooting event occurred at the Gilroy Garlic Festival on July 28th, 2019. Twenty (20) people were shot, and three people died in the shooting. For decades, Gilroy Garlic Festival served as the main local fundraiser to support Gilroy schools and youth-community serving agencies with all festival coordinating roles volunteering 100% of their time to ensure the success of this homegrown nationally recognized festival. Year after year, South County high school students, teachers and residents volunteered, taking pride in their annual event. Every resident either attended or knew someone volunteering or attending. In addition to the tragedy suffered by victims of the shooting, the violence also had broader impacts on the community including the Gilroy Police Department. Since the event, the department has experienced an unusually high amount of turnover (mostly through attrition) and multiple officers were temporarily placed off work or given limited duty assignments. To address critical community needs in the wake of this shooting, various existing and newly developed community resources were utilized. Community centers, like San Ysidro Cultural Center, were immediately opened for full day community-building, support and healing circles, open to anyone needing to stop in to be in community or release in an intentional and safe place.

Residents were impacted by the sadly now well-known effects that mass shootings cause to a community: cognitive delays, such as difficulty processing new information, focusing on trauma details; behavioral symptoms, such as heightened aggression, withdrawal, increased use of alcohol or other drugs, self-injury, suicide; emotional reactions of depression, anxiety to panic, hyper-vigilance to danger, irritability; and guilt, to physical and spiritual reactions.

After the shooting the South County Youth Task Force (SCYTF) team put into action the previously set emergency response plan. The 35+ agencies activated through this response plan provided a comprehensive, community-based response that brought in community voice, and helped respond to the socio-emotional needs by providing individual and group counseling services and circles, including for first responders as a specific group in need of support. SCYTF put together focus groups for state and federal consultants to examine the community effects of the shooting and how new services being requested could best be utilized and shared.

Additionally, the Gilroy Strong Resiliency Center (GSRC) was established in response to this challenge. Funded by a grant from the Antiterrorism and Emergency Assistance Program (AEAP), GSRC coordinated established services and provided a place to develop new services. The GSRC, operating out of the District Attorney's Office of Victim's Services, was designed to provide a centralized place for victims to have their needs a) identified and b) comprehensively supported by linking services in a single space. Staff and services developed under the GSRC grant included victim advocacy, community outreach, victim compensation, mental/behavioral health, childcare, and transportation. All partners (mental health providers, first responders) were trained in trauma-informed care and psychological first aid to ensure empathetic responses to victims as they entered the system. This included educating mental health providers on first response culture to boost first responder use and participation in mental and behavioral health services.

Altogether, 57 agencies assisted the Gilroy Police Department in relation to this shooting, participating with established services and supporting development of new services.

Impacts of COVID-19

The COVID-19 pandemic had a significant impact on the Project THRIVE! program and altered the implementation of strategies and activities. During the Shelter-in-Place (SIP), COVID-19 delayed progress and inhibited direct participant contact, communication, and in-person meetings, necessitating workarounds and adjustments on many levels. Due to many organizational closures or reduction in services, many program activities were changed or stopped until the SIP was lifted. The stress of COVID-19 triggered trauma for some

youth and community members, which increased mental health symptoms and, in some cases, increased substance use and instances of domestic violence. Isolation and difficulties with remote learning presented extreme challenges for already vulnerable youth. Many Gilroy residents depend on the restaurant service industry and retail, all of which were affected and shut down during the SIP. East Gilroy was one of the hardest hit areas, with a higher number of outbreaks and positive cases in comparison with the rest of the County.

The community had been under considerable stress from the mass shooting event and was further traumatized by the uncertainty of COVID-19. During the SIP, staff and community partners shifted to find new ways to keep in contact with youth, many of whom were now required to take on a parental role and care for younger siblings. Some youth spent more time in hurtful and even abusive homes since schools were closed. Staff and partners had to adapt and give new tools to youth and families using innovative approaches so they could in turn feel empowered and were in better places to empower their friends, neighbors, and other families. Developmentally, this time had a detrimental effect on many youth who, for example, had stopped attending school in person in the second semester of 5th grade only to come back as 7th graders in a new middle school, or who entered remote learning as 7th graders and returned to school as 9th graders on a high school campus.

Project THRIVE! staff supported community members in utilizing social media and virtual platforms to create access to meetings, circles, and digital trainings. They gave computer tutorials and taught some residents, who had never used a computer, how to type. Residents who did not know how to read and write were at a higher disadvantage and had to create emails and learn computer symbols overnight, in an effort to try to stay afloat with their children's schooling. Community leaders were able to support their networks to utilize the platforms to continue the services and engagement work. The program supported these new virtual ways of communicating, engaging residents and developing organizational neighborhood leadership, to rebuild capacity for community advocacy and action, and to prioritize strategies not only to reduce violence, but to reduce fear, hunger, find financial help to pay rent and utilities, and more. The program leaned on community partners and community leaders, promoters, to reach out families who were the most difficult to reach.

Scheduled youth sessions at targeted 'hot spots' moved to virtual sessions, other than food pickups and distribution sites for food, clothes, diapers and formulas, etc. staff made home visits when necessary and meeting with youth and/or parents outside while adhering to social distancing. Staff called youth and families to check on their well-being during the SIP and visited parks and other outdoor spaces to offer bilingual information, resources and protective equipment.

COVID-19 changed how community and law enforcement communicated, but the program was able to move forward with engagement. Project THRIVE! partners and staff were able to build and bridge relationships between community and law enforcement by bringing in police departments, community prosecutors and probation to participate in various circles, educational workshops, virtual events, and food distribution sites in Gilroy and Morgan Hill.

High Program Staff Turnover

Personnel vacancies and transitions were a significant challenge. From the onset of the grant period, the City of Gilroy experienced transitions of multiple city staff and vacancies for positions that were key in this project. The following positions were impacted by personnel changes:

- CalVIP Coordinator position vacant
- Three (3) SCYTF Coordinators
- Three (3) CalVIP Directors
- Two (2) Police Chiefs
- Two (2) City Administrators

- Two (2) Mayors
- Recreation Department substantially reduced to a small recreation unit
- Significant City of Gilroy COVID-19 lay offs

The CalVIP Coordinator was vacant for over a year, SCYTF Coordinator position was vacant for months before changing two times, and the CalVIP Project Director changed three times. Additionally, changes occurred in the positions of the Police Chief for both Gilroy and Morgan Hill, the Gilroy City Administrator, and the City of Gilroy Mayor. Also, the City of Gilroy Recreation Department was reduced into a small recreation division.

The transitions and vacancies occurred in the first year and a half of this project. Since the project was unable to fill the CalVIP Coordinator position with coordinator-level personnel, the project was staffed with different levels of part-time staff such as specialists, interns, and other available personnel to ensure basic, yet effective project initiation and coordination. As a result, the first contractual services did not start until April 2019.

Increased Violence Among Youth

Unfortunately, staff are recently seeing increased violence among youth on and off school campuses. Staff report higher levels of aggression and withdrawal, common reactions to stress. Strategies employed by staff are to quickly move towards building resiliency – strengthen youths’ ability to adapt well to stress, adversity, trauma, or tragedy using a trauma-informed lens. Staff are also working with families to counter stressors by developing a stronger sense of connection during a time of isolation, and practicing empowerment techniques, emotional regulation techniques, cognitive approaches (such as visualization or meditation), and creating safe and comfortable spaces for healing. While parents and resident leaders have been receptive, staff are finding it more challenging to connect to youth.

Sustainability

At the close of the grant, staff secured funding to continue some grant-funded activities while others unfortunately had to be reduced. In collaboration with the Cross Agency Systems Team (CAST) and Neighborhood Safety/Services Unit (NSU), SCYTF was able to advocate to First Five to bring one of their model Beacon of Hope Family Resource Centers into East Gilroy, a \$450,000 annual resource. Additionally, the SCYTF Program Manager and NSU Program Manager worked with a local CBO to craft a proposal and were awarded \$600,000 over three years to continue and build on the Promotor work in Gilroy, Morgan Hill, and East San Jose. The Santa Clara County Public Health Department is also now working with CBO Carry the Vision to hire San Ysidro and Nueva Vida Promotores for their COVID-19 work and to support their recovery café model, thus helping family’s livelihood. Lastly, the District Attorney’s Office has vowed to continue supporting the SCYTF financially in order to continue some of the Project THRIVE! programming.

UNINTENDED OUTCOMES

New Services and Support

Due to COVID-19, staff and community partners created new services and support for community members, including formula distribution, emergency food response, parent trainings on technology and computer usage due to virtual learning, vaccine registration and COVID-19 resource fairs, testing sites, vaccination pop-up clinics, and the promotor led community dress distribution in partnership with NSU. (This began with free baby clothes and led to free dress distributions to young women/youth/femmes for their at-home celebrations during COVID-19 school closures).

Morgan Hill Nueva Esperanza Neighborhood Resident Group

Based on the work, strong community leadership, and growing success of the San Ysidro Nueva Vida (SYNV) committee resident advisory group (to the SCYTF) within the East and Central areas of Gilroy, Morgan Hill residents sought to duplicate the organizing model and created the Morgan Hill Nueva Esperanza (MHNE) resident group. SYNV leaders provided mentorship, training, and support to the MHNE leaders on group formation, resources, and other organizing tactics. SCYTF supported promotor development for both Morgan Hill and Gilroy residents, facilitating a co-learning space and empowering their ability to create community coalitions, such as completing promotor certification trainings. In late 2020, the MHNE group initiated conversations with elected officials about issues that impact the Latinx community in Morgan Hill. Some of their accomplishments include: partnering with Public Health to pay Promotores, conducting COVID-19 outreach and engagement, and hosting monthly cafecitos with the Morgan Hill Police Department, new Morgan Hill Superintendent, and a City Council Member.



New Community Collaborations

The following activities/groups were initiated in 2020 as action-based working committees of the SCYTF due to the unforeseen needs arising from the Garlic Festival mass shooting, COVID-19, as well as the heightened racial tensions nationally experienced after the killing of George Floyd.

Ending the Digital Divide/Parent Support and Network: This committee supported parents and guardians of Gilroy youth during remote learning, advocated, and worked to ensure all students had Chrome books and access to Wi-Fi. SCYTF contributed \$38,000 to GUSD to help expedite Chromebook purchases for east Gilroy youth and lower the ratio of number of youth to chromebooks in the home. The committee held volunteer-led “coach-ups” at the library, elementary schools, and in the community to support parents’ understanding of remote learning and how to check on their children’s progress.

What is Racism 101 and School to Prison Pipeline Trainings: These trainings, led by Living Above the Influence and Christian Bijoux, Program Director for the Dually Involved Initiative in Santa Clara County, and Tia Martinez of Forward Change Consulting, were attended by over 150 local stakeholders and led to the creation of two committees: the Race and Equity Committee and Race, Equity and Youth Leadership Committee.

Youth Race, Equity, and Leadership Circle: This circle, for youth ages 12-18, created a safe space to hold conversations centered around meaning-making, interpretations of race, and the examination of how political, structural, and historical decisions affect human beings. Youth analyzed historical matters and examined how to expand youth roles into SCYTF and voice of youth of color into their school’s leadership.

Racial Equity, Leadership and Justice Learning Circle: Leaders discussed experiences with systems that have historically and politically created hierarchal meaning-making of race and equity. They researched education, juvenile-adult justice systems, race, and root causes to inform best practices. Participants explored

opportunities to help dismantle the pipeline to prison and discussed their role in shifting negative to positive feedback loops that impact youth and families in South County.

Food Insecurity Response Support Team (FIRST): Stakeholders analyzed emergency food access during and after COVID-19, identifying a lack of equity for Gilroy and Morgan Hill distribution sites that were distributing less food per family than similar zip codes in San Jose (a difference of 75-100 lbs. per family, per visit). FIRST identified practical solutions to ensure that the need for emergency food resources in Gilroy and Morgan Hill were met. An Emergency Food Access Report was sent to different County departments, the Board of Supervisors, and shared with other smaller rural communities facing similar experiences.

School Attendance Workgroup: This committee worked with CBOs and the South County school districts to collaborate on resources and strategies to best support elementary, middle, and high school youth who were disengaged from school, during remote learning and SIP, whether because of technology or life issues, through home visits and services.

LESSONS LEARNED

Challenges with Promotores Program Start-up

Bringing in an outside agency to train Promotores was an unanticipated challenge and led to a learned lesson. When staff contacted nearby agencies, there was hesitance to starting to work in a new community, with agencies wanting community members to travel to their location rather than working in Gilroy and Morgan Hill. Staff also encountered hesitance from outside agencies being afraid to step into newer geographic areas occupied by other local agencies. Resident leaders who were part of conversations became frustrated.

External evaluator, Applied Survey Research (ASR) was able to put staff in contact with Visión y Compromiso, a national organization based in Los Angeles with satellite offices in Oakland and Santa Rosa. Staff and resident leaders traveled to Los Angeles for a Promotor conference in the winter of 2019. Resident leaders were impressed by the number of trained, confident Promotores. They were impressed by the skillsets and presentation styles of grandmothers and grandfathers from Los Angeles and the Central Valley, and they were committed and determined to bring Visión y Compromiso to Gilroy. In 2020, the Visión y Compromiso staff held their first training in the South County community. A beautiful, trusting relationship with Visión y Compromiso has been established with many resident leaders now certified as Promotores. However, had staff known then what they know now, they would have extended the preparation and planning stage, to allow for more time for the identification and negotiation with a training partner.



PROJECT DESCRIPTION

OVERVIEW OF THE PROJECT

The South County Youth Task Force (SCYTF) is a regional collaborative of local government, schools, community and faith-based organizations that was formed created as a deliverable of the first California Gang Reduction, Intervention and Prevention program (CALGRIP) award. In 2012, the SCYTF adopted its inaugural Strategic Plan that formed the foundation for a formal and sustained commitment of coming together in the best interest of south Santa Clara County's youth and families. Under the leadership and support of the SCYTF membership, the plan united the collective missions of the membership around a single vision and common goals to positively influence the lives of South County youth and re-connect them to their families, schools, and communities. Since its formalization, the SCYTF has followed its strategic goals in utilizing both the (CALGRIP), the California Violence Prevention, Intervention and Prevention Program, and other leveraged funding and resources to establish a comprehensive service delivery model and develop new capacities and confidence for positive culturally responsive and evidence-based intervention and support for youth and their families. The newly updated SCYTF Strategic Plan titled THRIVE (Transformation and Hope, Resiliency, Integrity, Voice & Engagement), was adopted in the Fall of 2017 to serve as the blueprint for SCYTF's work for the next three-five years.

The SCYTF Mission: *To promote a safe and nurturing community that creates and ensures sustainable access to opportunities, resources, and services for South County youth and their families, while empowering their voice and supporting their growth and success.*

The SCYTF Vision Statement: *A community that is safe and free of youth violence where young people are strong, thriving and connected to their families, schools, and neighborhoods.*

The strategic planning process included over 300 community members, 46 policy makers and 69 tech team members who concluded that if services across all sectors are perceived safe, culturally-linguistically competent, accessible, strength based and family-centered, many families would engage in service earlier rather than

TRANSFORMATION in their lives - a radical change in their character and/or appearance. To experience a radical change in their lives, youth must possess...

HOPE for their future. Hope requires that caring, trusting adults in their lives – at home, in school, and in their community, must raise their expectations for youth in our community and provide them the support required to realize their full potential. For some youth in our community, they and their families experience social inequalities, such as poor housing, lack of economic opportunity, and health indicators that make them more vulnerable to risk factors. To ensure that all youth in South County can flourish, it is essential that services be deployed that increase their...

RESILIENCE, or the ability to manage stress when faced with adversity or trauma. This is achieved by utilizing youth's innate strengths, leveraging resources in the community and connecting them to supportive, caring and competent adults that can support them when they are met with a challenge or to navigate the vulnerabilities they may be experiencing in their lives. Building strong character is an essential developmental asset to ensure that our youth can engage civically in our community and contribute positively. To achieve this, the development of...

INTEGRITY is critical, the capacity to understand and the ability to possess honesty, truth and trust, where they can keep their palabra, their 'word' or what they say they are going to do and how they are going to act can be trusted. To increase community participation in our youth and families, the SCYTF is committed to supporting them and providing them the training and opportunities to have a...

VOICE and understand the importance of civic...

ENGAGEMENT. The possession of voice will enable youth to speak out loud their thoughts, ask critical questions about things they are seeking to understand in the world around them, and have the confidence to share their hopes, dreams and aspirations. Engagement in the community means that youth and their families are engaged in their learning at school, in creative activities in their home and community, participating in youth programs and volunteering in the community.

later. Accordingly, the SCYTF Strategic Plan specifies five violence prevention strategies for which future grant funding would be aligned:

- 1) Community Building and Violence Prevention
- 2) Education and After-School Programming
- 3). Community Police Relations
- 4). Street Outreach and Intervention, using a community-centered, evidence-based practice approach
- 5). Utilize a Multi-Agency Task Force approach

These strategies were used in determining the goals, objectives and outcomes for Project THRIVE!.

CalVIP/Project THRIVE! Partners

The following agencies and community partners have been active collaborators during this phase of Project THRIVE!. Without their commitment and collaboration, the work would not have been possible. Partners include:

- Gilroy Police Department
- Gilroy Unified School District
- Office of the District Attorney
- Gilroy Youth Center
- ConXion to Community (ConXion)
- Empowering Our Community (EOC) (with Living Above the Influence (LATI))
- Visión y Compromiso
- San Ysidro Nueva Vida Resident Group
- Morgan Hill Police Department
- Morgan Hill Unified School District
- Neighborhood Safety/Services Unit
- Community Solutions
- Gilroy Recreation East Gilroy Park Activation
- Morgan Hill Recreation - After School Program (with Boys and Girls Club)
- Santa Clara County Juvenile Probation Dept.
- Santa Clara County Library District

PROJECT GOALS AND OBJECTIVES

In providing the programs and services described above, Project THRIVE! hoped to accomplish three goals (named “Result Areas” by Project THRIVE!):

RESULT AREA 1: COMMUNITY MOBILIZATION AND COMMUNITY EDUCATION

Improve and expand community building and violence prevention

Activities:

- Promotor model for community engagement and leadership development

RESULT AREA 2: YOUTH EDUCATION AND OUTREACH

Increase accessible safe spaces and after school programs for children, youth and families

Activities:

- Expansion of after school programs in affordable housing complexes
- Life skills training and practices
- Expansion of late-night gym and midnight gym
- Engagement curriculums that reconnect and re-engage youth and young adults
- Restorative Justice circles
- Peacemaking Círculos

RESULT AREA 3: COMMUNITY/LAW ENFORCEMENT RELATIONS

Build relationship between law enforcement and the community to increase trust, create better understanding, improve communication, and move towards a Restorative Justice model of solving problems

Activities:

- Citizen's Academies (named "Community Police Academies" by Project THRIVE!)
- National Night Out
- Party in the Park
- Youth Empowerment workshops
- Parent Project
- Coffee with a Cop
- Community Círculos



DATA COLLECTION

DATA COLLECTION SYSTEM

External evaluator, Applied Survey Research (ASR) worked with Project THRIVE! staff to develop a data collection/tracking system to record program services, activities, and outcomes related to the evaluation plan. ASR analyzed data and reviewed implementation and outcomes throughout the program period. In the first few months of the program, ASR created documentation to establish the methodology behind each measure, along with its source and the office or entity responsible for collecting and transmitting the data.

Program staff collected quarterly reports that captured all data from community, City and County partners. Staff disaggregated and deidentified data to complete quarterly reports to BSCC CalVIP. Additionally, staff helped community partners distribute survey tools. Staff ensured surveys were completed and submitted, stored in safe (keyed files) and then routed to the evaluator.

ASR reviewed the program materials and assessments for each element of the Project THRIVE! program to determine what additional assessments or surveys were needed. ASR created data collection tools for the pre- and post-assessments for the general Promotor training and the Community Police Academies. Below is a summary of the data collection tools used to track program implementation and outcomes.

ASR DEVELOPED DATA COLLECTION TOOLS	Visión y Compromiso Líder Comunitario Promotor Pre-Training Survey Visión y Compromiso Líder Comunitario Promotor Post-Training Survey Gilroy Restorative Justice – Youth Participation Post-Survey Community and Police Relationships: Law Enforcement Officer Post-Survey Community and Police Relationships: Community Police Academy Participant Post-Survey
SURVEYS FROM PROGRAM PARTNERS	Nueva Vida Promotores Post-Survey South County - ONE Youth Development Survey SCCP, Xinachtli Program South County - ONE Youth Development Survey FY 2019-2020, LATI-Chill Out Program Parent Satisfaction POST Survey FY 2019-2020, LATI-Chill Out Program South County - ONE Child Development Survey City of Gilroy Recreation, Youth Center South County - ONE THRIVES Youth Development Survey FY 2019-2020, ConXion Thrives Gilroy Community Police Academy 2019 Evaluation Gilroy Youth Police Academy 2021 Evaluation
OTHER SURVEYS ADMINISTERED	Parent Project Questionnaire

RESEARCH DESIGN

As part of the evaluation process, ASR confirmed key outcomes and developed tools to measure outcomes in accordance with best practices. The program’s evaluation employs a mixed-methods design, utilizing quantitative and qualitative data to assess the various overall program measures’ progress toward accomplishing outputs and outcomes associated with implementation. Process and outcome measures of the evaluation utilize data from multiple sources and perspectives (assessments, surveys). Data instruments and tools, including the data collection tools and pre- and post-training surveys listed above, were developed to assess progress towards the following process and outcome measures. ASR developed a data collection tracker to collect, monitor and analyze all process and outcome data related to the evaluation plan.

PROCESS EVALUATION

Descriptive analyses were conducted to assess progress towards implementation and reach of the Project THRIVE! program. Program activities were summarized in quarterly reports. Activities and trainings for youth, community and law enforcement were logged by program staff on paper logs and shared with Project THRIVE! staff. Dates, locations, content, and attendance at group intervention sessions was documented and reported in quarterly reports.

Participant level program engagement data was recorded on paper copies for data management, linkage, and analysis. Dates of key program entry and engagement activities was included in the program database to enable calculation of metrics.

Status of Activities Described in Proposal

Violence Prevention Strategy	Proposed Programs or Services	Activity Carried Out?
Community Building and Violence Prevention	Peace-making restorative circles and restorative practices; expansion of late-night gym with mid-night gym, Motivational Interviewing, Joven Noble, Círculos	
Education and After School Programming	Expansion of after school programs in affordable housing complexes, Botvin Life Skills, Mindfulness	
Community and Police Relations	Community (Citizen) Police Academies; Community events/gatherings; Coffee with a Cop, Community and Police Engagement Strategy, Participation in Community Círculos	
Street Outreach and Intervention	Promotor model for community engagement and leadership development, Community Restorative Justice	

ASR collected the following process measures to answer the key evaluation questions related to Project THRIVE! implementation.

Process Indicators

RESULT AREA 1: COMMUNITY MOBILIZATION & COMMUNITY EDUCATION	
# of Promotores trained	34
# of community members engaged and trained in Universidad Popular	34
# of individuals that earned a community leadership certificate through Universidad Popular	34
RESULT AREA 2: YOUTH EDUCATION & OUTREACH	
# of nights Late Night Gym operated	71
# of unduplicated Late Night Gym participants	323
# of youth that participated in Joven Noble	122
# of youth completing engagement curricula (Joven Noble, Cara y Corazon) to fidelity	132
# of 'hot spots' offering afterschool programming 5 days a week	13
# of unduplicated youth that participated in afterschool programming	641
# of pro-social activities held (Saturday park activities, games, mentorship, college visits etc.)	395
# of Life Skills sessions completed	182
# of Restorative Justice circles held	48
# of youth participating in Restorative Justice circles	106
# of peacemaking círculos held	8
# of youth participating in peacemaking círculos	90
RESULT AREA 3: COMMUNITY/LAW ENFORCEMENT RELATIONS	
# of Community Circles facilitated	48
# of law enforcement officers involved in circles	31
# of youth involved in circles	329
# of community members involved in circles	238
# of Community Police Academies (CPA) held	3
# CPAs taught in language other than English	2
# of individuals that attended CPAs	80
# of sessions of Parent Project held	3

# of youth empowerment workshops held	169
# of community events held (Party in the Park, Coffee with a Cop, National Night Out, etc.)	22

OUTCOME EVALUATION

ASR collected the following outcome measures to answer the key evaluation questions related to Project THRIVE! implementation.

Outcome Indicators

OUTCOME INDICATORS		DESCRIPTION
RESULT AREA 1: COMMUNITY MOBILIZATION & COMMUNITY EDUCATION		
% of participants who report knowing about tools to advocate for themselves	62%	
% of participants who report having the confidence to advocate for themselves	100%	
RESULT AREA 2: YOUTH EDUCATION & OUTREACH		
% of youth reporting increased life skills	77%	
% of circle participants reporting improved outcomes due to participation	50-91%	<i>Improved outcomes</i> include a range of 24 items, from self-identity to academic skills
% of youth overall who recidivated	5%	Among a cohort of high-risk case managed youth, recidivism was higher than among the general population of youth
% of high-risk youth who recidivated	87%	
RESULT AREA 3: COMMUNITY/LAW ENFORCEMENT RELATIONS		
% of community members reporting increased trust in law enforcement officers (LEOs)	92%	
% of LEOs reporting increased trusting relationships in community	100%	Respondents indicated they must work to build trust with the community, and they have trusting relationships with the community they serve.
% of community reporting increased understanding of issues facing LEOs	92%	
% of LEOs reporting increased understanding issues facing community	86-90%	Respondents indicated they became more aware of the challenges faced

		by adult and youth in the community they serve.
% of community members reporting willingness to work with LEOs to solve problems	96%	
% of LEOs reporting willingness to work with community members to solve problems	95-100%	Respondents indicated they planned to establish better relationships with adults and youth, to address community problems.



RESULTS AND CONCLUSIONS

Project THRIVE! Workplan

(1) Goal:	Community Mobilization and Education		
Objectives	<p>A. Efforts will civically engage communities, support the development of neighborhood leadership, and build capacity for community advocacy and action to prioritize strategies to reduce violence.</p> <p>B. Increase the capacity of the SCYTF to partner with two hot spot neighborhoods to mobilize and drive positive change, as evidenced by deployment of service provider trainings, mapping intersections of highest-need youth and families and identification of local assets.</p>		
Project activities that support the identified goal and objectives	Responsible staff/ partners	Timeline	
		Start Date	End Date
<ol style="list-style-type: none"> Engage and train more than 100 community members in Restorative Justice circles and/or Universidad Popular (Popular Education). Identify key circle keepers and Promotores comprised of parents, youth, faith-based, and agency partners, to develop capacity for community action and community advocacy. Support neighborhood youth and/or adult leaders in elevating the community strengths, needs, and policy or program recommendations to reduce violence. 	<p>CBOs, and other SCYTF providers</p> <p>SCYTF Tech Team Coordinating Council</p>	<ol style="list-style-type: none"> Upon award Fall 2018 Winter 2019 	<ol style="list-style-type: none"> Spring 2020 Spring 2020 Spring 2020 <p>Summer 2021</p>
<p>Achieved:</p> <ul style="list-style-type: none"> ➤ Thirty-four (34) community members trained in Universidad Popular ➤ Thirty-four (34) community members trained by Visión y Compromiso to be Promotores, using both the COVID-19 curricula and the general curricula ➤ Forty-seven (47) community members trained by International Institute for Restorative Practices in Introduction to Restorative Practices, Community Circles and Restorative Conferencing ➤ Fifty-one (51) community members trained by ReSTORE: Dr. Noel Amherd and Arnoldo Garcia in Restorative Justice for Circle Keepers ➤ Trained Promotores made 21,316 contacts (duplicated count) in COVID-19 and other outreach efforts 			
(2) Goal:	Targeted Outreach in Hot-Spot Neighborhoods (Education, After School, Street Intervention)		
Objectives	<p>A. Create a connected community and provide culturally responsive outreach with accessible spaces/ places to play and recreate with a focus on engaging disconnected youth and families,</p> <p>B. Create and incorporate an after-school crisis response protocol.</p>		
Project activities that support the identified goal and objectives	Responsible staff/ partners	Timeline	
		Start Date	End Date
<ol style="list-style-type: none"> Providers will develop a plan for the expansion of after school programming using positive youth development and transcultural/family engagement in affordable housing complexes. Provide youth pro-social activities, resources for crisis response and intervention to improve safety, positive engagement, and protocols serving a minimum of 40 youth per city each year. Provide a menu of evidence-based/community-informed parenting education groups to a minimum of 100 parents 	<p>City, Schools Districts and CBOs</p>	<ol style="list-style-type: none"> Upon award Upon award Upon award Summer 2018 Upon award 	<ol style="list-style-type: none"> Summer 2019 Spring 2020 Spring 2020 Spring 2020 Spring 2020

and community members (e.g., Parent Project, Cara y Corazon). 4. Expansion of Late-Night Gym with Midnight Gym (2 nights per week x 48 weeks in each City) serving 60 unduplicated youth per year. 5. Completion of a minimum of 5,000 outreach contacts per year.			Summer 2021
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Achieved:

- Six hundred and forty-one (641) youth participated in expanded afterschool programming
- Three hundred and ninety-five (395) youth served with pro-social activities (including Saturday Park activities, games, mentorship, college visits)
- Three (3) Parent Project education groups held with 85 participants
- Seventy-one (71) late night gyms held, serving 323 youth
- 10,000+ violence prevention contacts made in known hot-spots locations in South County.

(3) Goal:	Community/Police Relations
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Objectives	A. Building community and building trust. Foster open communication and engagement between local governmental law enforcement and residents to bridge community and establish trust B. Establish ongoing meetings with neighborhood leadership groups.
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Project activities that support the identified goal and objectives	Responsible staff/partners	Timeline	
		Start Date	End Date
1. Conduct a minimum of four community police academies in English and/or Spanish in Gilroy and Morgan Hill (2 each year, per agency). 2. Coordinate annual National Night Out community events in Gilroy and Morgan Hill; and participate in "Party in the Park" and "Summer Fun in the Park" in targeted 'hot spots' (2 per year, per agency). 3. Hold quarterly 'Coffee with a Cop' listening sessions and relationship building events (4 per year, per agency). 4. Coordinate communication strategy and protocol with neighborhood leadership (1-2 meetings per year, per agency).	Law Enforcement, CBOs, and other SCYTF providers	1. Upon award 2. Summer 2018 3. Upon award 4. Winter 2018	1. Spring 2020 2. Winter 2019 3. Spring 2020 4. Spring 2020 Summer 2021

Achieved:

- Three (3) Community Police Academies held, two were bilingual (English/Spanish)
- Three (3) Parent Projects Sessions were held, one Spanish, one bilingual, one English
- Twenty-two (22) community events held (including Party in the Park, Coffee with a Cop, National Night Out) in targeted 'hot spots'

RESULT AREA 1: COMMUNITY MOBILIZATION AND COMMUNITY EDUCATION

Improve and Expand Community Building and Violence Prevention

Objectives from Work Plan

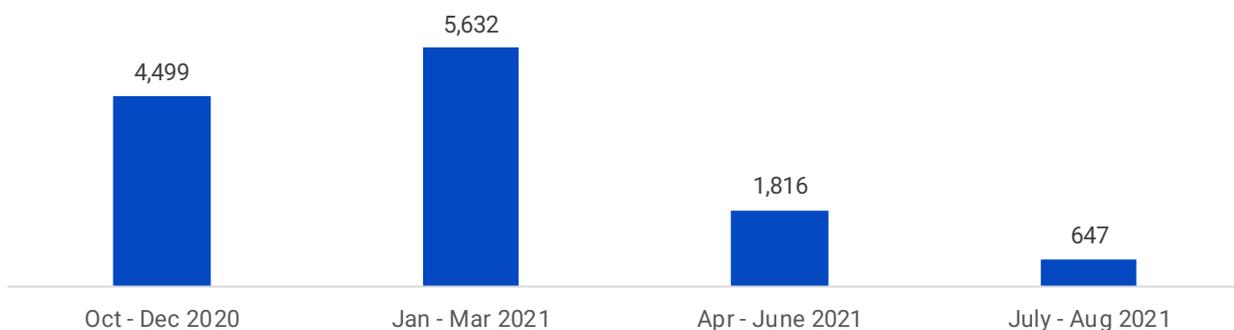
- Efforts will civically engage communities, support the development of neighborhood leadership, and build capacity for community advocacy and action to prioritize strategies to reduce violence.
- Increase the capacity of the SCYTF to partner with two hot spot neighborhoods to mobilize and drive positive change, as evidenced by deployment of service provider trainings, mapping intersections of highest-need youth and families and identification of local assets

Visión y Compromiso Promotores Program

Capacitación de Lideres Comunitarios Durante el COVID-19/Training of Community Leaders During COVID-19

Twelve (12) community leaders were recruited through San Ysidro Nueva Vida resident leadership group to train for promotor work specific to COVID-19 outreach and resources in south Santa Clara County. Leaders worked to ensure that South County’s hard-to reach-community had access to the most updated COVID-19 information, testing and community resources. The training empowered community members with knowledge of promotor ethics, cultural competency, and a community model of transformation. The trained Promotores made 12,594 contacts (duplicated count) through COVID-19 outreach efforts including COVID-19 testing and vaccination, appointment scheduling, door-to-door visits, online and phone engagement.

Duplicated COVID-19 Outreach Contacts



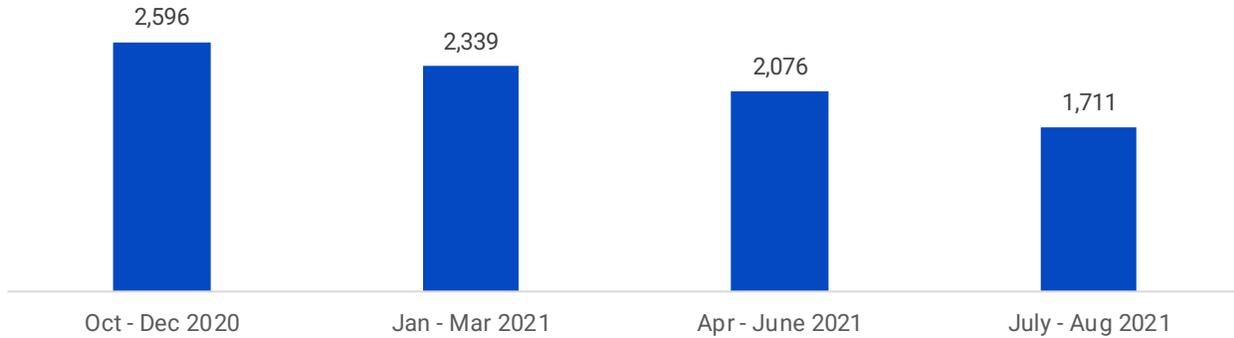
Note: 12,594 total duplicated outreach contacts

Entrenamiento de Liderazgo Comunitario y Capacitación del Promotor/Community Leadership and Promotor Training

Twenty-two (22) community leaders were recruited for the general Promotor course, which was designed to improve leadership skills in organizing and developing a plan to promote community well-being. Session topics included: the role of the Promotor in community well-being; the development of leadership and knowledge of the community; creating coalitions, community mobilizing and conflict resolution; the legislative process, state

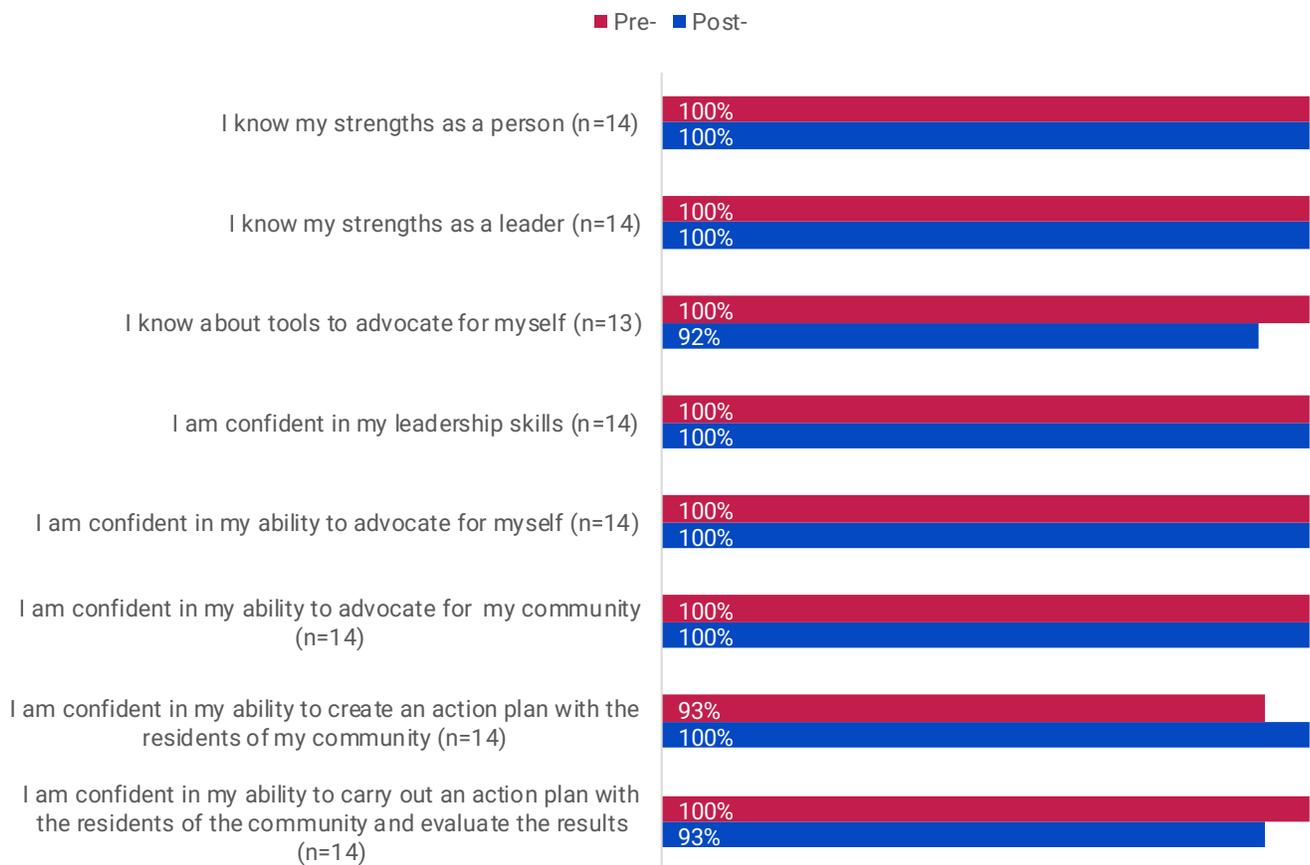
government structure and action; and work plan and the evaluation process, organization, and mobilization. The trained Promotores made 8,722 contacts (duplicated count) through general outreach efforts including door-to-door visits, and text messaging.

Duplicated General Promotores Outreach Contacts



Note: 8,722 total duplicated outreach contacts

Percent of Participants in Promotores General Training Reporting Increased Skills (As a result of the training,...)



Note: Pre- and post-surveys were administered in 2021. Data shows respondents answering, “strongly agree” or “somewhat agree”.

Universidad Popular

Altogether, 34 community members were engaged and trained in “Universidad Popular”, with 100% earning a community leadership certification.

RESULT AREA 2: YOUTH EDUCATION AND OUTREACH

Increase Accessible Safe Spaces and After School Programs for Children, Youth and Families

Objectives from Work Plan

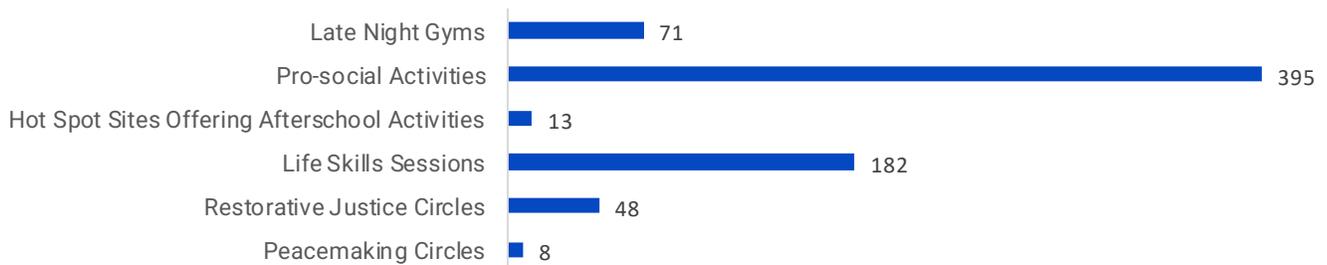
- Create a connected community and provide culturally responsive outreach with accessible spaces/places to play and recreate with a focus on engaging disconnected youth and families.
- Create and incorporate an after-school crisis response protocol.

Activities and Outcomes

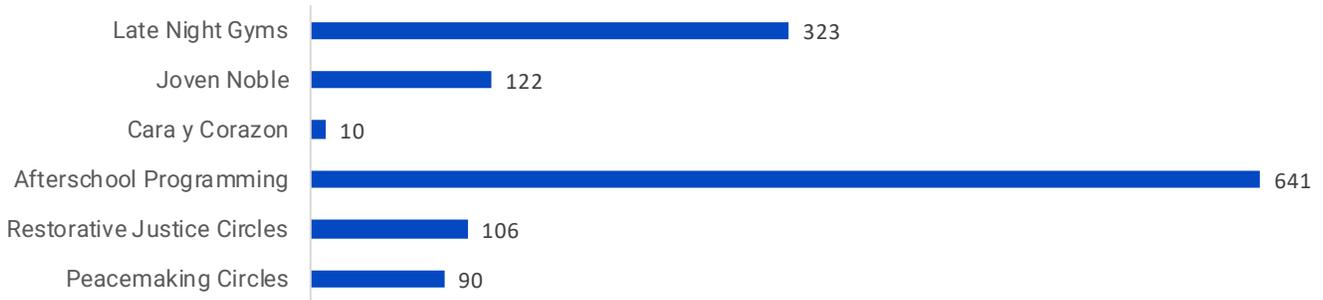
At the Park Place Apartments in Morgan Hill with the Boys and Girls Club and at the Gilroy Youth Center with Gilroy Recreation, youth activities were carried out in person before the COVID-19 pandemic, and in a modified manner since March 2020. Examples of activities include mentoring and personal support, case management, recreational activities, homework support, Life Skills trainings, educational field trips, Restorative Justice circles, crisis intervention, and trainings using evidence-based practices such as Joven Noble and Risk to Resilience: Inside out Prevention.

During the two years of program implementation, there were 13 ‘hot spot’ sites, where 395 pro-social activities were facilitated. Six hundred and forty-one (641) unduplicated youth participated in afterschool programs and 48 Restorative Justice and 8 peacemaking circles were held. Of 132 youth who participated in Joven Noble and Cara y Corazon, 100% completed the engagement curricula to fidelity.

Total Number of Occurrences of Youth Activities



Total Number of Youth Participants, by Activity



Note: Youth activities represent duplicate participant counts with the exception of Late Night Gyms and Afterschool Programming.

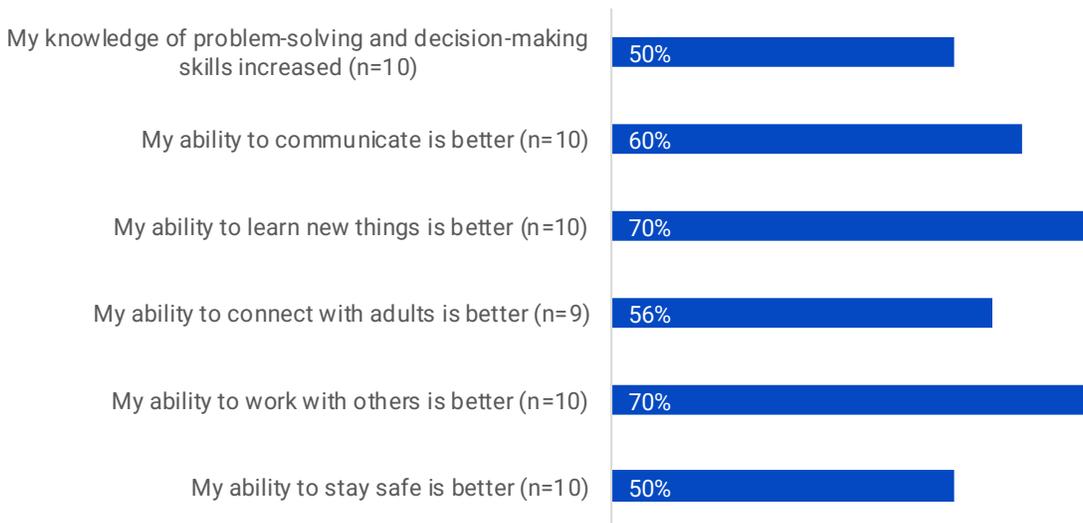
Youth Completing Joven Noble and Cara y Corazon Curricula to Fidelity



n=132

Increasing life skills and improving outcomes for youth were important goals for the project. The majority of youth reported improvement across a wide variety of life skills and outcome indicators.

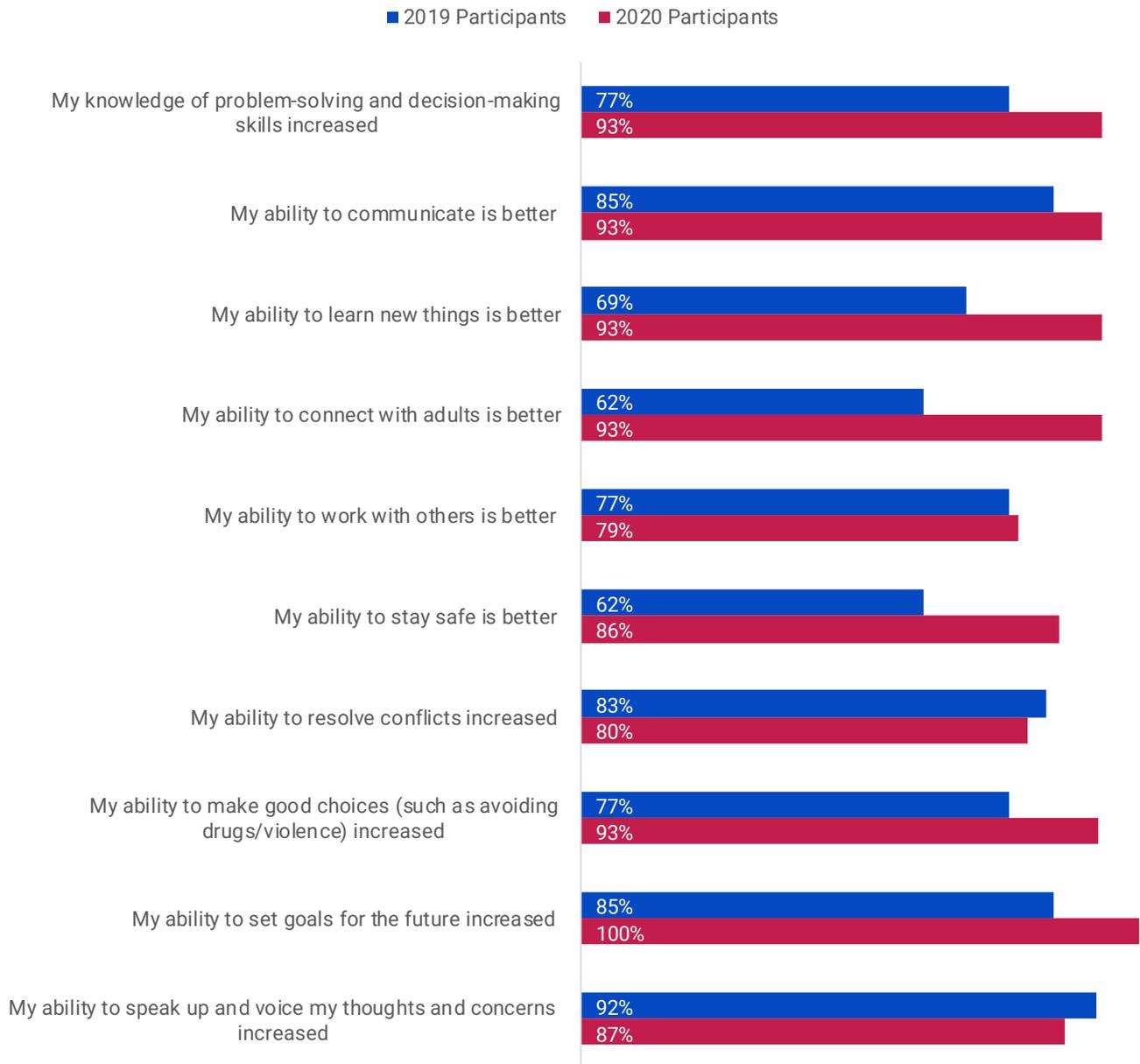
Post-Xinachtli Program - Percent of Youth Reporting Increased Life Skills (Because of this program...)



Source: South County - ONE Youth Development Survey SCCP, Xinachtli Program

Note: Post-survey was administered in 2019.

Post-LATI Chill Out Program - Percent of Youth Reporting Increased Life Skills (Because of this program...)



2019 n=13; 2020 n=15

Source: South County - ONE Youth Development Survey FY 2019-2020, LATI-Chill Out Program

**Post-ConXion Program - Percent of Youth Reporting Increased Life Skills
(Because of this program...)**

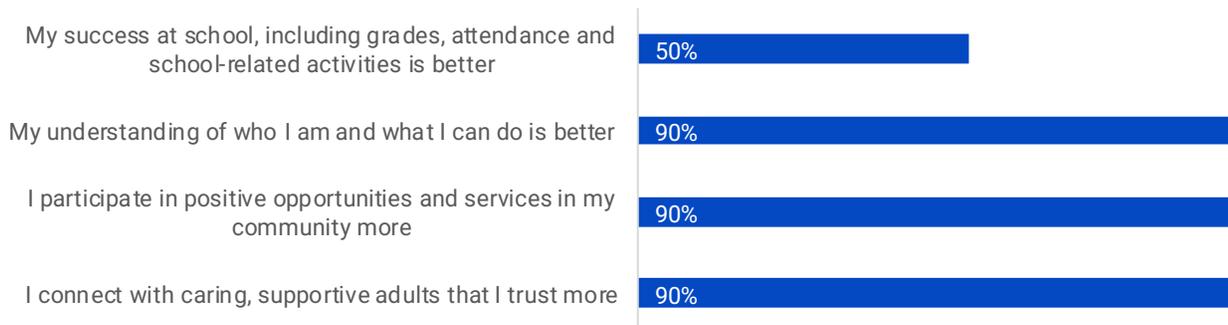


n=5

Source: South County – ONE THRIVES Youth Development Survey FY 2019-2020, ConXion Thrives.

Note: Post-survey was administered in 2020.

**Post-Xinachtli Program - Percent of Youth Reporting Improved Outcomes
(Because of this program...)**

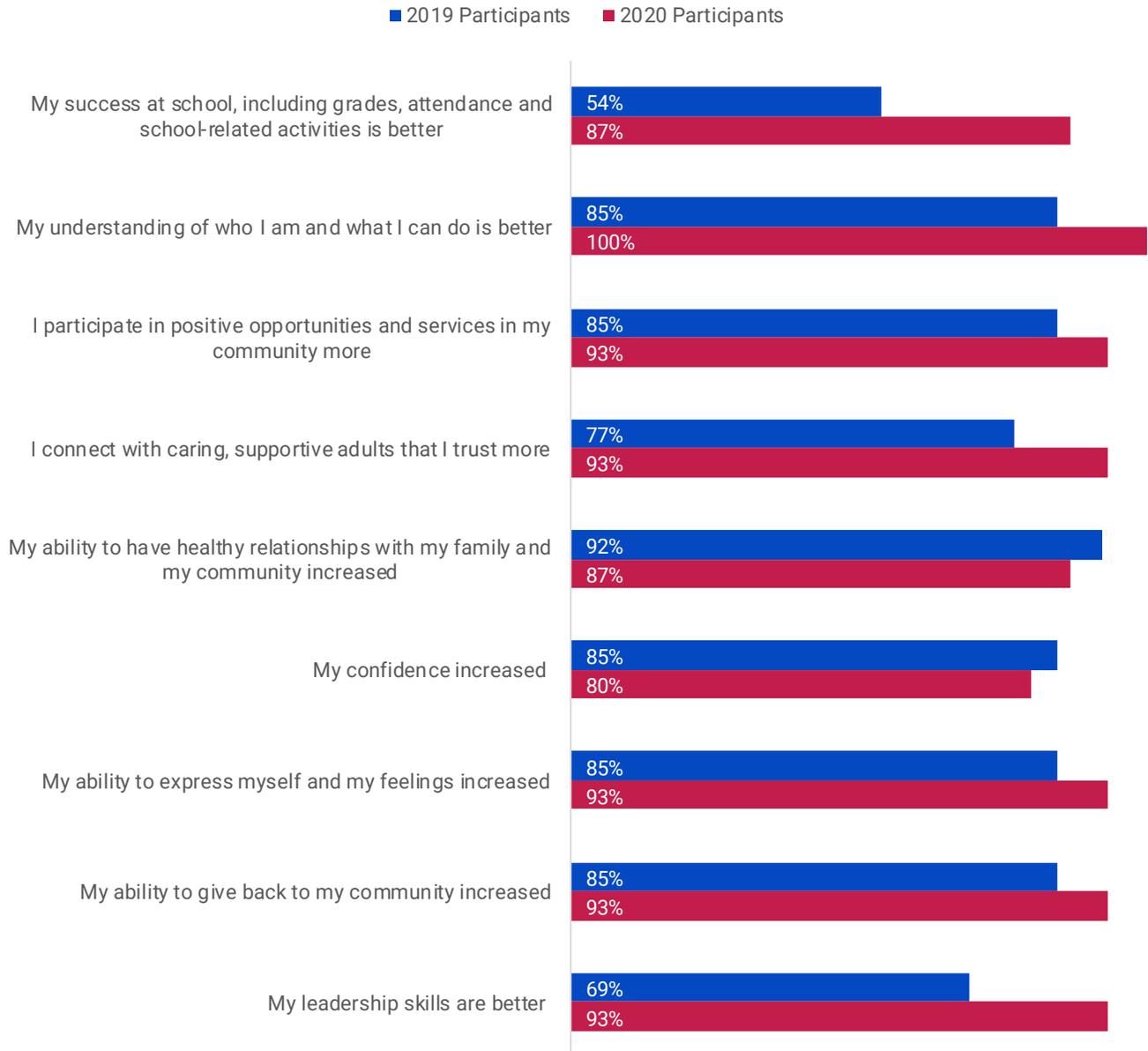


n=10

Source: South County - ONE Youth Development Survey SCCP, Xinachtli Program

Note: Post-survey was administered in 2019.

Post-LATI Chill Out Program - Percent of Youth Reporting Improved Outcomes (Because of this program...)

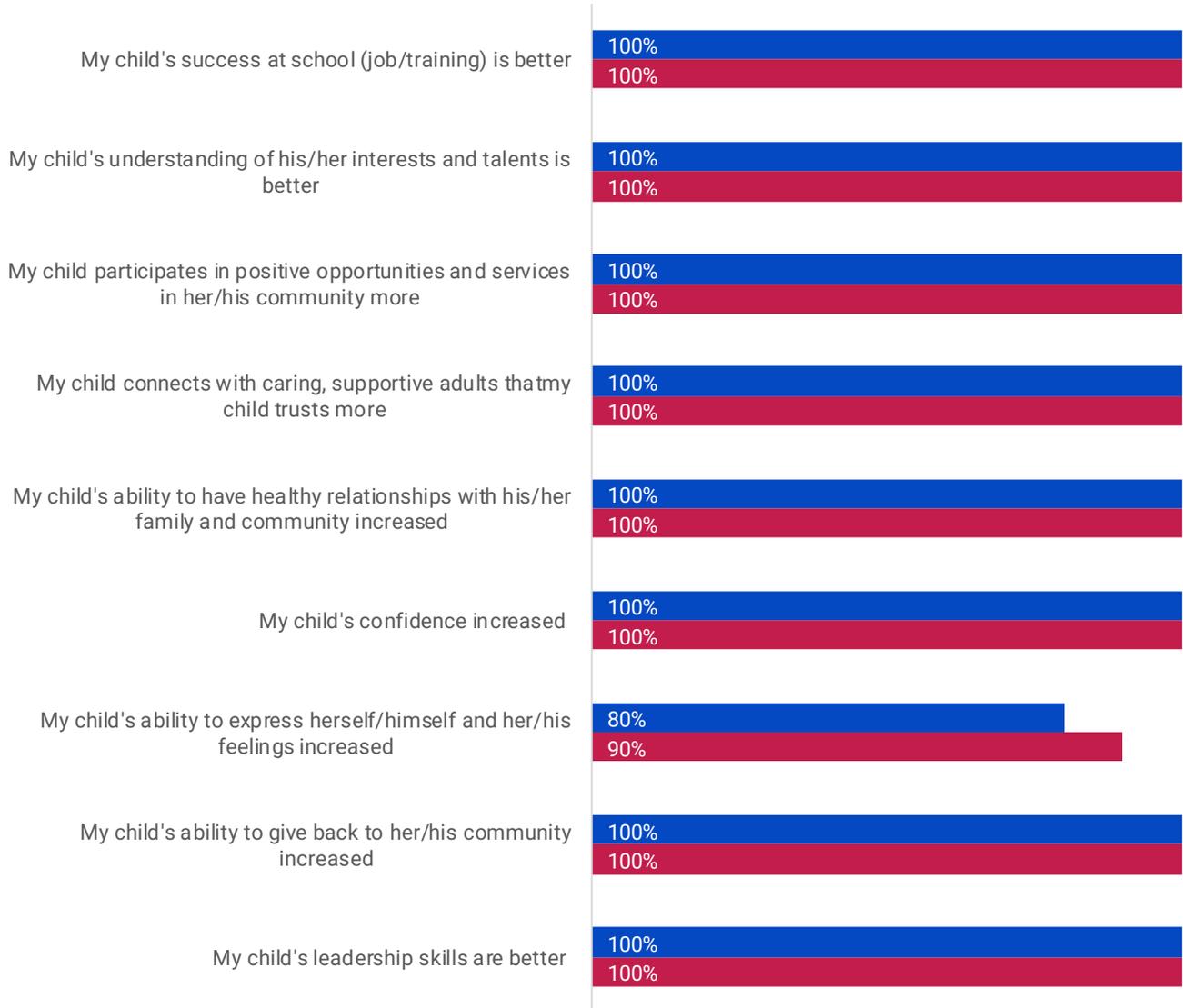


2019 n=13; 2020 n=15

Source: South County - ONE Youth Development Survey FY 2019-2020, LATI-Chill Out Program

Post-LATI Chill Out Program - Percent of Parents Reporting Child's Improved Outcomes (Because of this program...)

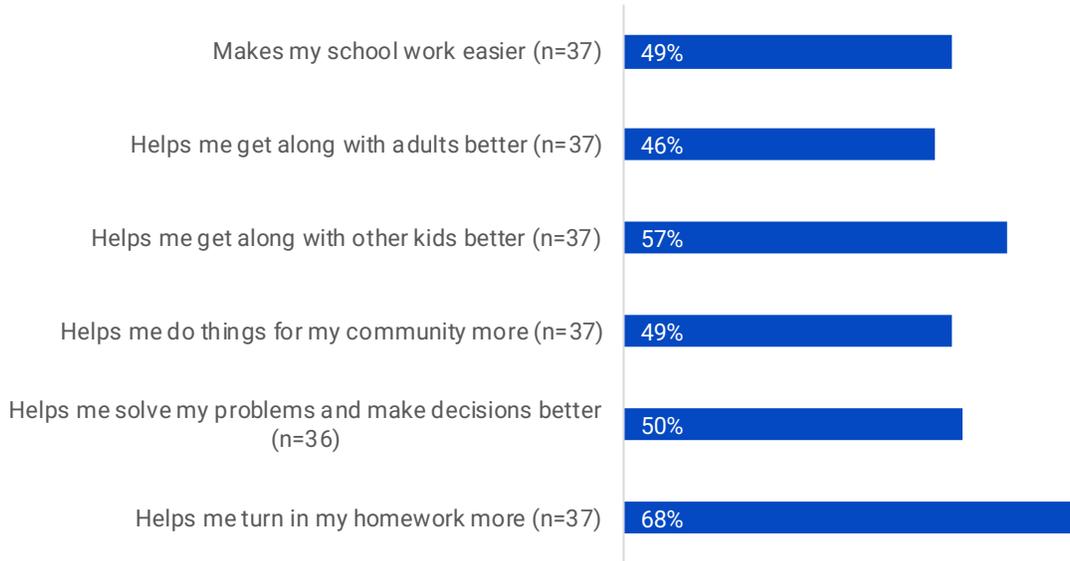
■ 2019 Participants ■ 2020 Participants



2019 n=5; 2020 n=11

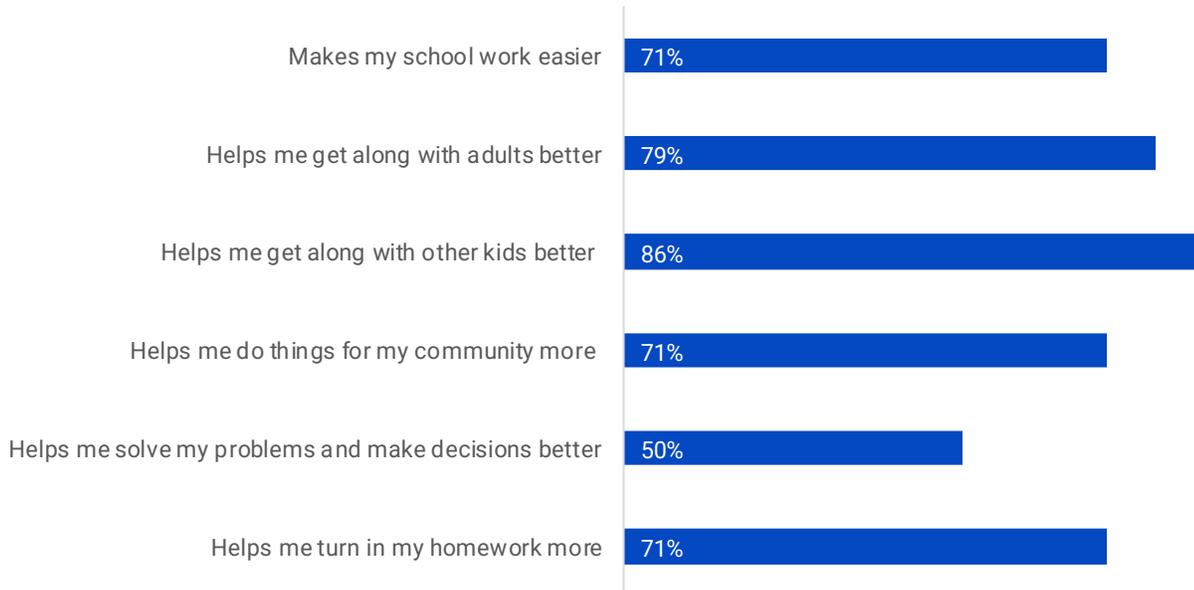
Source: Parent Satisfaction POST Survey FY 2019-2020, LATI-Chill Out Program

**Post-Gilroy Youth Center - Percent of Youth Reporting Improved Outcomes
(This program...)**



Source: South County - ONE Child Development Survey City of Gilroy Recreation, Youth Center
 Note: Post-survey was administered in 2019.

**Post-ConXion Program - Percent of Youth Reporting Improved Outcomes
(This program...)**



n=14
 Source: South County – ONE THRIVES Youth Development Survey FY 2019-2020, ConXion Thrives.
 Note: Post-survey was administered in 2020.

Recidivism

At program completion, program staff worked with community-based partners and the Probation Department to determine how many program youth had reoffended during the program timeframe. Three hundred and thirty-two (332) names of program youth were supplied by community-based partners, and their records were reviewed by the Probation Department. Sixteen youth receiving high-risk case management in hotspot neighborhoods had been on probation prior to entering the program, and 14 of those re-offended during the program timeframe (87%), and 12 were still on probation at the time of reporting. Among the remaining youth, four (4) had either offended or reoffended during the duration of the program (1% recidivism). Overall, of the 332 program youth whose records were reviewed, 5% had system involvement during the program timeframe. The justice system involvement status of the remainder of program youth (whose names were not reviewed by the Probation Department at the end of the program) is unknown.

Percent of Youth Participants Who Offended or Reoffended During Grant Period



n=332 program youth whose names were reviewed by the Probation Department. These youth had been involved with program for more than one event or activity. They had participated more than one time in a circle or program, and/or had received case management.

RESULT AREA 3: COMMUNITY/LAW ENFORCEMENT RELATIONS

Build Relationship Between Law Enforcement and the Community to Increase Trust, Create Better Understanding, Improve Communication, and Move Towards a Restorative Justice Model of Solving Problems

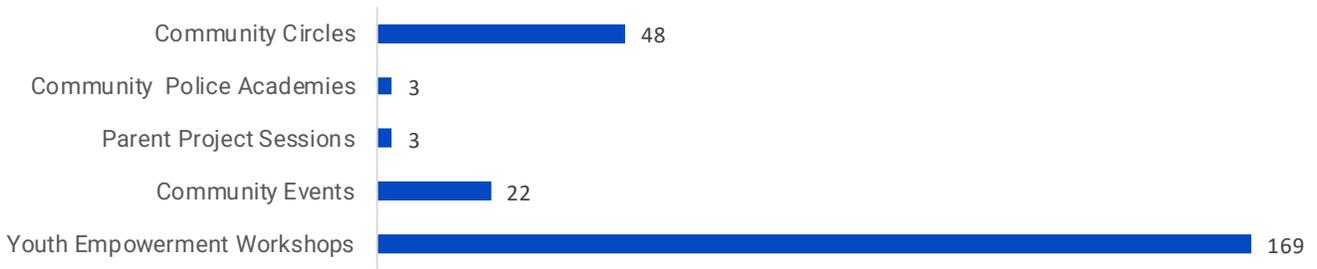
Objectives from Work Plan

- Building community and building trust. Foster open communication and engagement between local governmental law enforcement and residents to bridge community and establish trust.
- Establish ongoing meetings with neighborhood leadership groups.

Activities and Outcomes

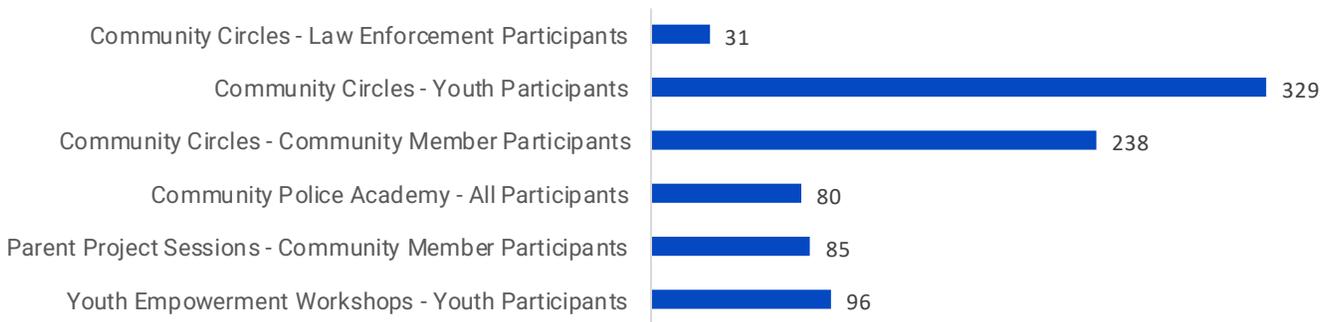
Forty-eight (48) community circles were held with a total of 31 law enforcement officers, 329 youth and 238 community member participants. One hundred and sixty-nine (169) youth empowerment workshops were conducted during the project's timeframe.

Number and Types of Community/Law Enforcement Activities



Note: Two Community Police Academies were bilingual (English/Spanish) courses.

Types of Community/Law Enforcement Activities and Total Number of Participants



Post-Community Police Academy - Community Member Reflections (After participating in the Community Police Academy...)



n=11

Note: Post-survey was administered in 2019. Data shows respondents answering, "strongly agree" or "somewhat agree".

Post-Community Police Academy - Community Member Reflections (As a result of my participation in the Community Police Academy...)

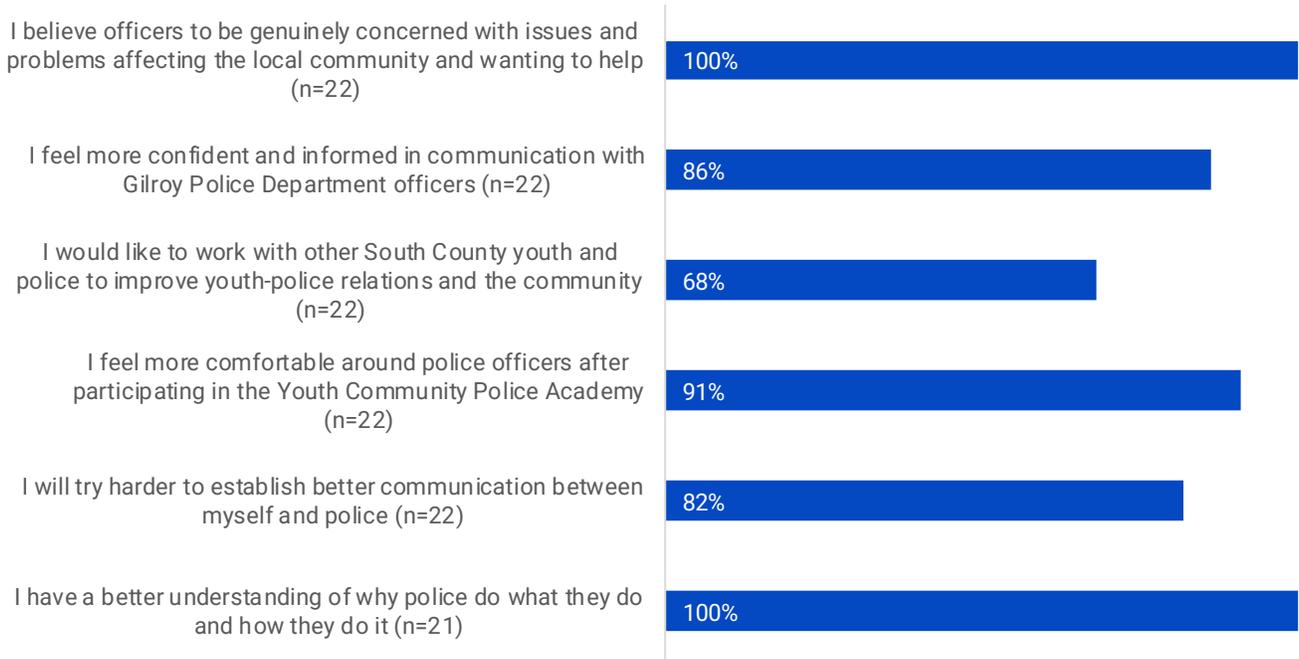


2018 n=10; 2019 n=15

Note: Post-survey was administered as a follow-up assessment in 2021. Data shows respondents answering, "strongly agree" or "somewhat agree".

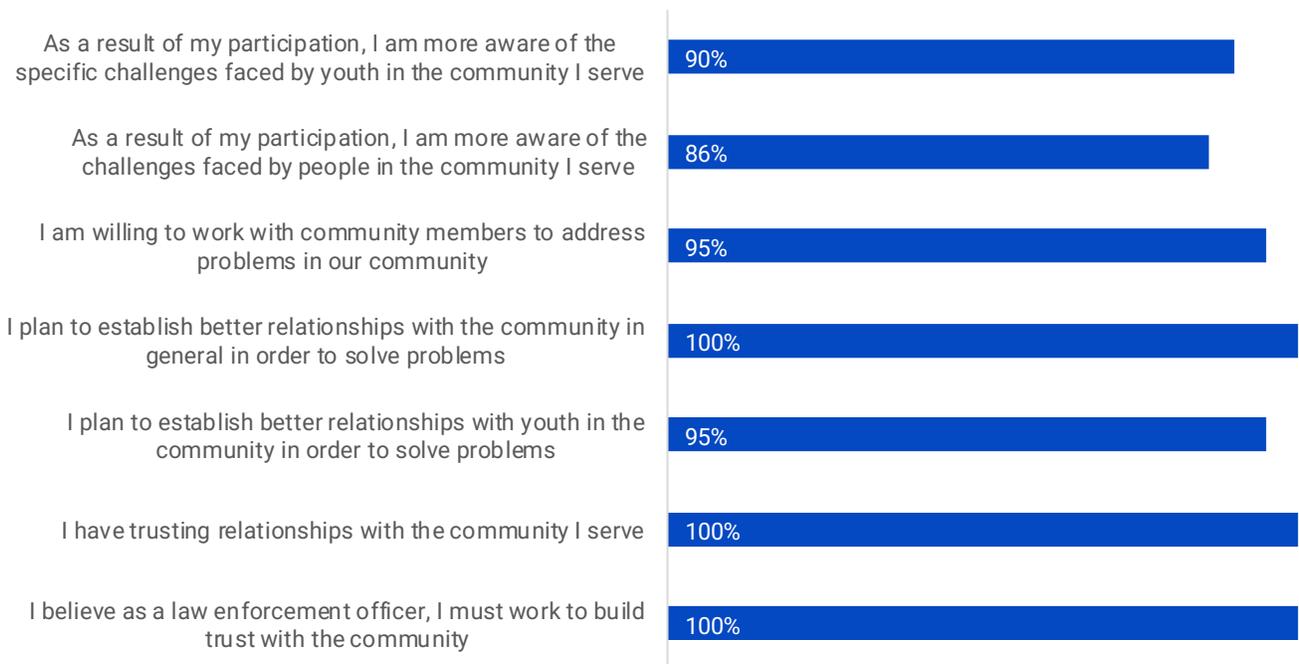


Post-Youth Police Academy - Youth Reflections (After participating in the Youth Community Police Academy...)



Note: Post-survey was administered in 2021. Data shows respondents answering, "strongly agree" or "somewhat agree".

Post-Community Police Academy - Law Enforcement Officer Reflections



n=21

Note: Post-survey was administered in 2021. Data shows respondents answering, "strongly agree" or "somewhat agree".

CONCLUSIONS

Overall, the results indicate Project THRIVE! has helped to provide much needed services and support, which contributed to creating a culture of connected and civically engaged community and addressing persistent inequities in identified areas of need through creating or recreating of space and a reduction in recidivism among a cohort of vulnerable youth in South Santa Clara County. While not all youth participant names were reviewed by the Probation Department at the close of the program, among those that were reviewed, 5% had offended or re-offended during the project timeframe.

Result Area 1

While it was expected that engaging community members and training them in leadership skills and community mobilization would improve community well-being, the Promotores provided much needed outreach and support during the unforeseen COVID-19 pandemic. These community volunteers were key sources of accurate information that helped the community access COVID-19 resources, testing and later vaccinations. Investment in community leaders in this way has proven to be an effective support for the community, as well as a nimble and trusted resource for addressing a wide variety of community needs including violence prevention and health.

Result Area 2

Despite needing to adapt and pivot with programming due to the COVID-19 pandemic, youth reported increased life skills and improved outcomes. By providing opportunities for pro-social activities and learning valuable life-skills, the majority of youth who participated reported improved outcomes personally, academically, and socially. Although the pandemic provided additional challenges to implementation, it also made the need for additional supports all the more critical. These programs allowed for youth to build positive and productive connections in a time when stressors and isolation were exacerbated, but also provided foundational supports and skills that they will have well beyond the life of this project or the pandemic.

Result Area 3

Through a variety of approaches, including but not limited to community circles, community police academies, and community events, many community members and youth were able to engage with law enforcement in new and positive ways. All participants in the Community Police Academies, two of which were bilingual (English/Spanish) courses, reported increased understanding and a willingness to work together. These types of experiences help to strengthen relationships and provide a foundation for continued problem solving for safer communities.

General

The COVID-19 pandemic created many new and complex challenges for project partners in continuing to implement project activities and services. Most of the violence prevention initiatives turned their attention to helping community and South County schools get their immediate needs met, such as rental assistance, food, mental health supports, technological equipment and assistance, and opening new community COVID-19 testing and vaccine sites. At the same time the community grappled with significant challenges navigating most aspects of everyday life. Some of these challenges specific to the youth being served in this project included school challenges due to remote learning, limited or inadequate access to computers and other critical technology tools, exacerbated stressors on the family, family financial hardships, lack of housing and increased isolation. As a result of the COVID-19 pandemic, service providers, educators and other system supports faced greater difficulties reaching and connecting with already vulnerable youth.

Because of COVID-19 and the effects of the mass shooting, SCYTF had to be very strategic in using CalVIP THRIVE funds and matching partner funds (such as from the County Neighborhood Safety/Services Unit and District

Attorney's Office) to stay on top of supporting more youth and families while upholding their voice, using, and learning best practices, and keeping families calm. Staff shifted gears to work remotely while also teaching community members how to use remote platforms. Staff had to be nimble and responsive as community goals changed to ensure that families had food on their tables and were protected from eviction due to loss of wages as a result of COVID-19.

Like many communities, including others in the Central Coast region, Gilroy saw an increase in youth involved violence following the COVID-19 pandemic in 2020 and continuing in 2021. The pandemic impacts on communities increased many of the risk factors for community, and specifically, youth involved violence. This increase in violence was experienced in a multitude of ways: "As a community, we are surrounded in grief that is exasperated by the COVID-19 pandemic, the continuous loss of lives, health, safety and financial security, overlaid with a national climate racial violence and civil unrest. There is so much to hold within our community, and we need equitable, safe spaces to have overdue dialog circles, learn from history and allow for an opportunity for fresh ideas to sprout dreams." As project activities continued, and community groups interacted with the City of Gilroy and Gilroy Police Department in intentionally created spaces, discussions explored issues of domestic violence, CPS cases for neglect, youth supported needed and youth crime. Like other communities, Gilroy continues to work with partners to address increased violence and community needs, using a multi-disciplinary, tiered collaborative approach. Localized and cultural-responsive healing-centered approaches are needed more than ever to combat the grief, loss and unrest felt throughout our nation, and in especially in the southernmost part of Santa Clara County.

The program staff and evaluator reviewed the RFP and could not locate a definition of juvenile recidivism. However, the BSCC defines recidivism as conviction of a new felony or misdemeanor committed within three years of release from custody or committed within three years of placement on supervision for a previous criminal conviction. Sixteen (16) youth receiving high-risk case management in hotspot neighborhoods had been on probation prior to entering the program, and 14 of those youth re-offended during the program timeframe. However, during the span of Project THRIVE!, only 5% of youth overall whose records were reviewed at the end of the program had offended or re-offended during the program time period using the above definition.



LOGIC MODEL

	INPUTS	STRATEGIES & ACTIVITIES	OUTCOMES	COMMUNITY RESULTS
Community Mobilization & Community Education	<p>Promotores Trainers Community Members Universidad Popular Curricula Gilroy: San Ysidro Community, Parks & Rec Dept, ConXion Morgan Hill: Park Place Apartments, Empowering Our Community/Living Above the Influence</p>	<p>Improve and expand community building and violence prevention</p> <ol style="list-style-type: none"> Promotor model for community engagement and leadership development. 	<p>% of participants reported having the tools to advocate for themselves % of participants reported having the confidence to advocate for themselves</p>	<p>Increased community connection Increased civic engagement Increase in community members in leadership roles Increased positive engagement by community in hot spot neighborhoods Connected, empowered families</p>
Youth Education & Outreach	<p>Youth aged 13-17, and elementary school aged 7-12 from: Gilroy: San Ysidro Community, Parks & Rec Dept, Schools Morgan Hill: Park Place Apartments, Empowering Our Community/Living Above the Influence, Community Cultural Center, Centennial Rec Center Referrals from: Probation department, Law Enforcement, Schools, Self-referral</p>	<p>Increase accessible safe spaces and after school programs for children, youth and families</p> <ol style="list-style-type: none"> Expansion of after school programs in affordable housing complexes Life skills training (BOTVIN) and practices Expansion of late-night gym and midnight gym (possibly earlier in the evening) Engagement curriculums that reconnect and re-engage youth and young adults Joven Noble Cara y Corazon County Restorative Justice circles Peacemaking círculos 	<p>% of youth reported increased life skills % youth recidivated % circle participants reporting improved outcomes due to participation</p>	<p>Improved outcomes for justice involved youth Decreased recidivism Decreased number of area youth entering the justice system</p>

Community/Police Relations	<p>Gilroy: San Ysidro Community, Gilroy PD</p> <p>Morgan Hill: Park Place Apartments, Morgan Hill PD, Empowering Our Community/Living Above the Influence</p>	<p>Build relationship between LE and the community to build trust, create better understanding, improve communication and move towards a Restorative Justice model of solving problems.</p> <ol style="list-style-type: none"> 1. Community Police Academies 2. National Night Out 3. Party in the Park 4. Youth Empowerment Workshops 5. Parent Project 6. Coffee with a Cop 7. Community Círculos 	<p>% of community members reporting increased trust in LEOs</p> <p>% of LEOs reporting increased trusting relationships in community</p> <p>% of community reporting increased understanding of issues facing LEOs</p> <p>% of LEOs reporting increased understanding issues facing community</p> <p>% of community members reporting willingness to work with LEOs to solve problems</p> <p>% of LEOs reporting willingness to work with community members to solve problems</p>	<p>Decrease in justice involved community members</p> <p>Increased public safety</p> <p>Increased positive engagement by youth in hot spot neighborhoods</p>
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THEORY OF CHANGE

IF WE	TO	WE WILL SEE
<p>If we work with youth, young adults, re-entering adults, and families in 'hot-spot' neighborhoods</p>	<p>Improve and expand community building and violence prevention <i>(Community Mobilization and Education)</i></p>	<p>Increased community connection</p> <p>Increased sense of community</p> <p>Increase in community members in leadership roles</p>
	<p>Increase accessible safe spaces and after school programs for children, youth and families <i>(Youth Education and Outreach)</i></p>	<p>Decreased recidivism</p> <p>Improved outcomes for justice-involved youth</p> <p>Decreased number of area youth entering the justice system</p>
	<p>Build relationship between LE and the community to build trust, create better understanding, improve communication and move towards a Restorative Justice model of solving problems. <i>(Community/Police Relations)</i></p>	<p>Stronger community/law enforcement relationships with increased empathy and trust</p> <p>Formation of common ground for solving problems and working together during 'regular' times and during crisis.</p> <p>Increased Public Safety</p>

ARTICLES ABOUT PROJECT THRIVE!

1. Gun Buy Back - South County Aftermath of Garlic Festival incident

<https://www.mercurynews.com/2019/12/10/south-county-gun-buyback-aims-for-healing-not-just-gun-safety/>

2. South County Youth Task Force Partnership

<https://gilroylife.com/2019/12/20/gilroy-libraris-rise-up-program-wins-challenge-award/>

3. East Gilroy Transformation

<https://southvalley.com/community-transforms-troubled-park/>

4. East Gilroy Resident Leadership

<https://morganhilllife.com/2019/12/28/celebrating-the-holidays-in-a-traditional-way-with-posada/>

