



**TRANSFORMING**  
LOCAL COMMUNITIES



**Garden Pathways**  
**California Violence**  
**Intervention and Prevention**  
**Final Evaluation Report**  
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Prepared by

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## Executive Summary

The three main goals of Garden Pathways under the CalVIP program included: (1) reducing acts of violence and crime in the individuals served, including retaliatory shootings (a primarily youth-focused goal); (2) maintaining a recidivism rate of less than 25% for program participants; and (3) providing (adult) mentoring program participants with education (GED, HS diploma, AA, BA), vocational training, and/or referral employment opportunities. Garden Pathways staff approached these goals using a three-pronged approach: working with youth (prevention), adults (prevention and intervention), and victims of violence (intervention).

The Garden Pathways CalVIP program had a number of notable successes, particularly in the area of adult mentoring, despite the challenges presented by the onset of the COVID-19 pandemic. Four out of five (80%) of adults entering the mentoring program completed their Mentoring Service Plan, and 27% of those without insurance coverage were successfully enrolled. Of the 68 adult clients with a history of incarceration, only two (3%) recidivated. A total of 31 clients attended WESTEC's Train for Success job training program, and all 31 completed the program. Among the 71 adult clients, 42% found employment and 34% were employed for three months or longer—a testimony to the success of the program, given the pandemic shutdown that left so many Americans unemployed.

Outcomes for the youth component of the program were less easily determined due to the lack of data provided by the schools and the move to distance-learning in the wake of the pandemic. While the overall number of suspensions and the overall number of unduplicated students receiving suspensions decreased at both middle school sites between the year prior to services beginning (2017-2018) and the first full year of services (2018-2019), the rates rose substantially in the following year (2019-2020). That said, in March 2020, schools moved to distance-learning during the COVID-19 pandemic shutdown, and sites did not come fully back to in-person instruction until winter 2021, toward the end of the funding cycle. For this reason, school level data for these years are inconsistent and cannot be used for the purpose of measuring program success.

The hospital victim intervention program was implemented at the very end of the project period, due first to the lengthy and difficult process of developing an MOU that passed HIPPA requirements, and second to the shutdown, during which time no hospital visitations were allowed. Services commenced in June 2021, and over a six month period, staff was able to serve 79 victims of community violence.

## Project Description

Garden Pathways' Violence Intervention Mentoring Program (funded by the California Violence Intervention Program [CalVIP] Grant) aimed to prevent and reduce violence within the Arvin, Bakersfield and Lamont communities by providing services to youth, adults and victims of violence. The organization uses both prevention and intervention methods, including cognitive-behavioral approaches, to prevent violence, and a variety of evidence-based practices to mentor and support adults and youth in these communities.

The three main goals of Garden Pathways under the CalVIP program included: (1) reducing acts of violence and crime in the individuals served, including retaliatory shootings (a primarily youth-focused goal); (2) maintaining a recidivism rate of less than 25% for program participants; and (3) providing (adult) mentoring program participants with education (GED, HS diploma, AA, BA), vocational training, and/or referral employment opportunities. Garden Pathways staff approached these goals using a three-pronged approach: working with youth (prevention), adults (prevention and intervention), and victims of violence (intervention).



For the goal of reducing violence and crime, Garden Pathways staff worked with youth attending middle schools in two neighboring communities (Arvin and Lamont) with rival gang ties. The main goal was to prevent gang-related incidents that often occur once the youth meet at Arvin High School, which serves both communities, by building relationships among the youth beforehand. Garden Pathways had youth from both middle school sites participate in bonding and relationship building activities with the hope that they would find a connection and develop mutual respect before starting high school. In addition to the youth-focused component, the secondary part of the violence reduction goal was a hospital violence intervention program. The goal of hospital intervention was to reach victims of violence, specifically penetrating wounds, and their families in order to discourage retaliatory actions, crime, and gang violence. This aspect of the grant required a partnership with Kern Medical (KM, the only trauma center in Bakersfield) and their staff. For the goals of lowering recidivism and expanding mentoring to include education, vocational training, and employment, the Garden Pathways program provided one-on-one mentoring and employment education for recently or currently incarcerated adults with gang associations and/or membership.

Garden Pathways targeted the regions of Arvin, Bakersfield, and Lamont due to an increase in gang-related crime. Bakersfield, the county's only major metropolitan area, located just twenty miles north of Arvin, consistently has one of the highest homicide rates in the State. The rate in 2015 was 7.4 per 100,000, rising to 9.9 in 2016 and 2017 before jumping to 11.1 in 2018. It dropped to 9.2 in 2019, only to jump to 11.1 in

## Project Goals and Objectives

**Goal 1: To reduce acts of violence and crime in the individuals served, including retaliatory shootings indirectly reducing violence and crime in the community.**

Objective 1.1	Prevent and/or mitigate the effects of violence and trauma by developing and strengthening protective factors through comprehensive mentoring services, intensive case management, and hospital interventions that are trauma informed.
Objective 1.2	Participate in local Operation Ceasefire, PACT, Lerdo Jail, community outreach in areas where violence occurs and sober living environments.
Objective 1.3	Engage with victims of violence and their families to help process and offer services through hospital intervention efforts.

**Goal 2: To maintain a recidivism rate of less than 25% for program participants.**

Objective 2.1	Implement evidence-based practices proven to reduce recidivism (mentoring and assessments that identify criminogenic risk, need, and progress).
Objective 2.2	Enroll participants into a health insurance program, including Medi-Cal to provide access to healthcare (preventive care, behavioral and recovery services).

**Goal 3: To provide mentoring program participants with education (GED, HS diploma, AA, BA), vocational training, and/or employment opportunities.**

Objective 3.1	Develop individual mentoring service plans with clear steps to achieving participant goals.
Objective 3.2	Develop relationships with local employers and schools to create pathways for participants.

2018. , and by 2020 was 9.2 per 100,000 residents (*Bakersfield Californian*, July 1, 2020). According to the nonprofit website Cal Matters, the rate jumped to 12.7 per 100,000 residents in 2020. Arvin and Lamont were selected for CalVIP due to an overall increase in crime in the region in addition to the high concentration of gangs in these areas.

### ***Gang-affiliated Youth Mentoring***

The Garden Pathways professional mentors provided services to at least 10 gang-affiliated youth at both Haven Drive and Mountain View Middle Schools, as well as extending these services to the youth that continued onto Arvin High School. These services, like the other components of Garden Pathways' CalVIP work, used a cognitive-behavioral orientation. Garden Pathways middle school clients were 7th and 8th graders identified by school staff. Students with frequent disciplinary issues, GPA difficulties, and known gang associations (such as a sibling's or parent's gang involvement) were referred to Garden Pathways, who met with the recommended students individually to assess their appropriateness for the program. These students typically also experienced issues such as poverty, unstable family situations, alcohol or drug addiction within the family, low educational attainment, varying immigration status, and traumatic experiences related to these factors. If the Garden Pathways staff felt the student was a good fit for the program during their meeting, the student was issued an invitation to join the cohort.

As their initial cohorts of middle school students moved forward into high school, Garden Pathways typically continued their mentoring services under professional high school mentors, integrating CalVIP mentees into existing Garden Pathways student programming at Arvin and Mira Monte High Schools. In a few cases, the mentors providing services at the middle schools were also the mentors providing services at the high schools, thus offering continuity with a trusted adult during what is often a difficult transition.

The typical structure of Garden Pathways student services was a once a week group meeting (either all student mentees, or two groups divided by gender) during a rotating class period at Haven Drive and Mountain View Middle Schools and at Arvin High. Mentors led a thematic discussion during the meetings and initiated interactive activities. If attendance for the class period meetings was low, the mentors would meet individually with students. Mentees also participated in enrichment activities roughly once a quarter outside of school hours, such as a student leadership conference or a hockey game. These were typically events in which students from the two middle schools were brought together.

### ***Adult Prevention and Intervention Services***

The Garden Pathways CalVIP program provided one-on-one mentoring and employment education and training for recently or currently incarcerated adults with gang associations and/or membership, to reduce recidivism. This component of the CalVIP program was fully operational from the onset of the grant, September 2018, because it was an expansion of an existing service model already offered through the agency. Participation in the adult prevention/intervention component involves intake, 60-day, 6-month, and exit assessments; customized mentoring plans; connection to resources like housing, job training, health care enrollment; skills-based training through WESTEC, case management (by professional mentors); and group mentoring. The CalVIP adult program had two full-time and one part-time mentor who served adults across Kern (roughly 24 years old and older), with the goal of serving 80 total clients.

Clients worked with a mentor to create a Mentoring Service Plan (MSP) based on the client's needs and current life situation. Clients were able to have an hour of one-on-one mentoring with their mentor weekly for up to one year. Mentees also were encouraged to participate in Garden Pathways facilitated courses, such as a monthly week-long employment strategies course.

Garden Pathways adult CalVIP clients entered the program through referrals from entities like Kern Behavioral Health and Recovery Services, the Bakersfield City Police Department, Lerdo Jail, the Kern County Sheriff's Office, the Kern County Probation Department (Parole Division), Turning Point/Kennemer, existing Garden Pathways' classes like Parents on a Mission, local rehab facilities, and self-referral. Upon entry, mentees were given a variety of criminogenic and behavioral assessments (i.e., the Ohio CCA Risk Assessment Instrument, the University of Cincinnati's Criminogenic needs assessment, and the Criminal Thinking Scales, and Achenbach System of Empirical Based Assessment). Services included employment strategies, job search assistance, obtaining vital documents (i.e., identification cards, birth certificate) for employment purposes, vocational certification training, school enrollment, and health care enrollment.

### ***Adult Hospital Intervention***

The Adult Hospital Intervention component of the Garden Pathways CalVIP program was designed to provide mentoring and guidance to recent trauma victims. The program was described by a staff member as a "pilot hospital-based violence intervention program in Kern County for those victims of either a gunshot or

stabbing that is gang or community violence-related, in order to reduce the risk of retaliatory violence and to provide resources for somebody that may not want to continue on that same path.” This component of the grant required a partnership with Kern Medical (KM, the only trauma center in Bakersfield) and its staff. In fact, due to HIPPA restrictions and other issues, this portion proved to be a much more labor-intensive and lengthy process than originally expected. Garden Pathways was finally able to execute a memorandum of understanding (MOU) with Kern Medical to allow visits to trauma victims in January 2020, with an end date of December 31, 2021; however, the COVID-19 pandemic and consequent shutdown postponed initiation of services until June 2021.

## Data Collection

Each of the three target populations had unique data collection strategies.

***Gang-affiliated Youth Mentoring.*** For middle-school aged youth who were part of the mentoring program, individual school record data were collected from the middle school sites. Specific data points requested from the schools included disciplinary data, GPA and attendance, in addition to where the students served in the middle school program matriculated.

Garden Pathways requested these data from the school sites with varying levels of success. Both K-8 districts were reluctant to provide baseline data for any student, which should be the semester prior to intervention. In addition, post-intervention data were rarely provided for students. Possible reasons for these discrepancies include the inability of staff to obtain parent consent to share data, confusion regarding which students should be included in the data request (as Garden Pathways staff did not limit their outreach to only CalVIP students, but made themselves available upon request to other students, as well), and lack of available district staff to do the work, particularly during the period of distance-learning and work-from-home during the pandemic.

Process data were recorded by Garden Pathways staff. Mentors recorded each contact with youth in the program, including the date of service, type of service being provided (group or individual mentoring, making a referral to an outside service, etc.), and the length of time they spent in direct contact with the student, recorded in 15 minute increments. The evaluation team worked with schools and program staff to identify students willing to be interviewed (with parent consent) about their participation in the program and offered gift card incentives; however, although the team made repeated attempts, only one consent form was received. This student was interviewed between his 8th and 9th grade year.

***Adult Prevention and Intervention Services.*** Adult mentoring clients completed a series of intake assessments that were administered periodically, depending the services they received. The assessments completed include the the University of Cincinnati criminogenic needs assessment, and the Criminal Thinking Scales. Each of these assessments identifies a unique part of clients’ attitudes and behaviors as they received services. Assessment outcomes were used to create customized mentoring service plans for each adult client. The goal was to administer the assessments at intake, 60-days, 6-months, and at exit, *when possible*. Garden Pathways staff recorded assessment scores and mentoring services, among other data, in ETO (Efforts to Outcomes), an online data collection platform, as services were being rendered. The data were then transferred to a new online platform towards the end of the project; however, because of problems with the

data migration between platforms, data turned over to the evaluation team were incomplete, leading to challenges in the analyses of outcome data.

**Adult Hospital Intervention.** As previously mentioned, the MOU for services between Kern Medical and Garden Pathways was not executed until January 2020 and because of the pandemic and subsequent shutdown, services did not commence until June of 2021. Because the CalVIP program officially ended during this period, few data are available for those served; however, staff did keep track of the number of referrals they received and the number they were able to engage.

## Research Design

### *Process Evaluation*

Garden Pathways uses a trauma-informed approach to address the root causes of societal problems facing families in Kern County, including poor education, poverty, domestic and child abuse, and risky behaviors/crime. This approach sees internal barriers such as hopelessness, depression, and grief as entrapping people in risky behaviors and preventing them from making positive choices. By focusing on internal change using evidenced-based best practices that include the development of long-term, trusted mentoring relationships, the program seeks to transform clients' lives from the inside out. Research studies such as those from the Urban Institute and Rand examine health and reentry, and the work of Dr. Edward J. Latessa, Director of the School of Criminal Justice at the University of Cincinnati, who is recognized for his extensive research on effective methods to reduce recidivism, inform the program approach. These studies, and others, show that it is important to utilize cognitive behavioral methods in an intervention program in order to affect change in the client's internal belief systems regarding criminal behavior. The use of multiple assessments at intake, 60 days, six months, and exit determine individual risk, need, and progress over time. The Mentoring Service Plan (MSP) is tailored to the specific criminogenic needs and risks of the individual client. The tracking of service data, including type of service, length of service, and service intensity provides a foundation for examining the relationship between service "dosage" and criminogenic outcome data from the assessments.

In the first two years of the project, meetings were held in which the evaluation team and the CalVIP staff shared information, discussed how data would be managed, and set up regular reporting systems. Numbers served, demographic data for those served, and the number and type of service provided were tracked for both the youth and adult mentoring components. Twice a year, project staff provided the evaluation team with exports from their online data tracking system. Formal qualitative interviews were conducted with project administrators and with professional mentors in fall 2019. In June 2020, after the onset of the COVID-19 pandemic and in the wake of the switch to both distance-learning and virtual service provision, another set of interviews was conducted with project staff, a professional mentor, school administrators from the two middle schools and Arvin High School, and one student.

Several challenges arose over the course of the program that compromised data collection to a greater or lesser degree. First, ETO, the online data tracking system used by Garden Pathways over many years to track services for individual clients in all its programs was replaced after the price of ETO became prohibitive. In winter and spring of 2020, due to problems encountered during the data migration to CaseMGR, the agency's new data tracking system, some data were lost, creating an incomplete data file for those served up to that point. Second, a change in administrative staffing at Garden Pathways slowed down the data collection process slightly for a period as the new person assigned administrative responsibilities for data management

was brought up to speed. Third, schools did not always respond to Garden Pathway staff's request for student level data and/or did not always provide complete datasets. This was further complicated after the onset of the COVID-19 pandemic; with the shutdown of schools and the move to distance learning, school staff were even less available and, understandably, placed a lower priority on responding to data requests. Finally, COVID-19 presented an enormous challenge for providing services; schools moved to distance-learning in March of 2020 and remained virtual for the most part through fall 2020. Project staff continued to reach out to students by phone and video with some degree of success; however, data on virtual contacts were not collected consistently and were not provided to the evaluation team.

As discussed below, despite these challenges, all three program components showed evidence of some level of success in achieving anticipated outcomes.

### ***Outcome Evaluation***

***Gang-affiliated Youth Mentoring.*** Participation in the youth mentoring component of the project was based on referrals made by each school's administrators and Positive Behavioral Interventions and Supports (PBIS) Tier 2 teams. The Tier 2 student designation is assigned to students who are struggling academically, behaviorally, or emotionally such that their ability to succeed in school is compromised. Standard Tier 2 interventions generally consist of a "check-in/check-out" system, one-on-one sessions with school counselors, skills-based support groups, and similar interventions. Students deemed as requiring the highest levels of intervention (e.g., individual or group therapy, medication) are designated as "Tier 3." Students referred to the CalVIP program were students with chronic behavioral and academic problems, and usually with known gang member affiliations through older siblings or parents. The program's professional mentors met one-on-one with referred students to determine their appropriateness for program, and home visits were made to families to introduce the program and gain parent consent. Students were then placed in groups, meeting once a week from the time of placement until graduation or matriculation to high school, at which time they were enrolled in a similar program already in place at Arvin High. Students also participated in quarterly field trips and/or enrichment activities outside of school, during which students from both middle schools were brought together for interactive activities. In addition to these services, mentors were often asked to speak with students "in crisis"; that is, students who were struggling with difficult home situations or who had problems functioning or behaving appropriately in the classroom. Consequently, while the CalVIP program targeted just ten students per middle school site for intensive services, they provided some informal individual mentoring for other students when called upon by school administrators to do so. Data for these students were tracked, as well, but usually resulted in only a few direct interactions with the project team.

***Adult Prevention and Intervention Services.*** Adults entered the adult mentoring program through referral, usually from the county jail, the Bakersfield City Police Department, the Kern County Sheriff's Office, Kern County Probation, or parenting classes offered at Garden Pathways—although some entered the program through self-referral or referral from another agency. Clients had the opportunity to participate in classes on a variety of topics (many related to the development of "soft" employment skills), as well as to receive case management that encompassed a wide variety of services, including but not limited to insurance enrollment, accessing vital data (birth certificates, California State Identification card), substance use treatment, GED attainment, vocational skills training, and employment referral. Professional mentors employed evidence-based cognitive behavioral approaches to working with adult mentees through one-on-one and group



sessions targeting some of the underlying issues (sadness, anger, hopelessness, emotion management) that undermine the ability of many adults to make positive behavioral changes. Adults were encouraged to remain in the program until meeting the primary case management goals specified in their case management service plan.

Staff members tracked services, both direct and indirect, in online software designed for case management. When mentors met with a client on their caseload, descriptive information was entered (e.g., length of contact, type of contact). Exports from this database were used to determine the number of mentees, the frequency of interactions, and mentor caseload.

**Adult Hospital Intervention Program.** Much of the grant cycle was spent working through the red tape involved in designing and implementing a hospital visitation program with victims of community violence. HIPPA regulations, hospital protocols, and medical staff's engagement were all part of a system that had to be navigated and negotiated in order to develop a memorandum of understanding that permitted hospital staff to refer patients to the Garden Pathways team. COVID-19 protocols further limited hospital access; consequently, although an MOU was executed in January 2020, the team was unable to make in-person hospital visits until June 2021, at roughly the time the Garden Pathways CalVIP program services were coming to an end. Project staff tracked the number of referrals received, the number of patients visited, the number of patients engaged (e.g., the number of patients who accepted services upon leaving the hospital), and the type of service provided. The last included any combination of mentoring, training, food distribution, MediCal enrollment, referrals, case management, service navigation, or victim services referral.

**Data Analysis.** Given the nature of the program, comparison groups were not used. Instead, analyses were specific to the youth and adults who received services. For youth, individual school record data came from the students' school site. Program staff worked with the appropriate contact at each site to obtain attendance and GPA. Ideally, data are provided in consistent intervals (e.g., trimester or semester). In addition, baseline should be obtained for the semester/trimester prior to a student beginning an intervention, and follow-up would come from the semester/trimester following the last term of service; all terms during intervention should also be included. Complete data were not provided for any of the youth so outcomes are more descriptive than conclusive.

For school-wide suspensions, data were drawn from the California Department of Education's DataQuest. For middle school suspensions, the unduplicated and overall number of suspensions were compared for 2017-2018 (the year before services began) to 2018-2019 and 2019-2020 (the most recent data available). For the high school, the number of violent suspensions with and without injury from 2018-2019 and 2019-2020 were used to assess change. For this site, 2018-2019 served as baseline since the first middle school students who went through the program were not in high school until 2019-2020. Data for the 2020-2021 school year are not yet available, and will be heavily compromised due to the fact that districts were engaged in distance learning for much of the school year. This is also true for the spring 2020 school data.

The same online software platforms used to track services for youth were also used to track mentors' contacts with adult clients. Staff entered attendance from group activities (e.g., job training). Specific information was collected at intake, such as insurance, employment status, and incarceration history. Periodically client information was updated in areas such as training completion, employment duration, and recidivism, as warranted. All results related to the adult clients come from an export from this software platform.

Since the hospital visitation program formally began in June 2021, just as CalVIP services were winding down under the current funding cycle, data were tracked by program staff and were made available to the evaluation team to include in this report.

### Outcome Measures

The tables below capture results for each *process* and *outcome* measure included under the program’s three goals: (1) reducing acts of violence and crime in the individuals served; (2) maintaining a recidivism rate of less than 25% among program clients; and (3) providing mentoring program clients with education (GED, HS diploma, AA, BA), vocational training, and/or employment opportunities. Each measure is discussed in detail in the narrative that follows under Results and Conclusions.

GOAL 1: To reduce acts of violence and crime in the individuals served, including retaliatory shootings indirectly reducing violence and crime in the community.		
Process Measure		Results
1.1	Two professional mentors will provide services to at least 10 gang-affiliated youth at both Haven Drive and Mountain View Middle Schools.	A total of 119 unduplicated youth received at least one direct service in the 2018-2019 or 2019-2020 school years. In 2018-2019, 84 youth received direct services, and in 2019-2020, 87 youth received direct services. More than a third of the youth (52, 44%) were in the program for 2 years; the remaining mentees were in it for one of the two years.
1.2	Two professional mentors will meet with middle school mentees at least 4 times each month.	Mentors provided direct services frequently. The number of times they met with youth averaged from two to five times a month throughout the program.
1.3	Professional mentors will have a caseload of at least 20 participants each year.	Two primary mentors served 31 and 32 adults respectively. A third, part-time mentor served 8 individuals, for a total of 71 adults served.
1.4	Program staff will visit referred penetrating wound victims who are injured by suspected gang activity or community violence.	Of 432 referrals for victims of community violence (of which 113 were reported as gunshot wounds and 28 as stabbings) received between June 9 and December 30, 2021, 353 were discharged before Garden Pathways could engage. Staff engaged with 70 patients at the hospital and 9 post-discharge patients.
1.5	25% of gang and community violence-related penetrating wound victims will enroll in mentoring services.	Of the 79 patients with whom Garden Pathways staff engaged, 9 (11%) declined services; 89% received some combination of services (mentoring, training, food distribution, insurance enrollment, case management, service navigation, victim services referral, other agency referral). Data regarding the number that specifically received mentoring services were not available.

**GOAL 1: To reduce acts of violence and crime in the individuals served, including retaliatory shootings indirectly reducing violence and crime in the community.**

Outcome Measure		Results
1.1	Reduce disciplinary actions at Haven Drive and Mtn. View Middle Schools.	Suspension rates at both middle schools fluctuated considerably. Comparing the year prior to services (2017-2018) to the two years when services were being provided show that for both sites, both the overall number of suspensions and the unduplicated number of students who received suspensions declined between 2017-2018 and 2018-2019 and then rose substantially in 2019-2020.
1.2	Students participating in mentoring will see a GPA increase of at least one-tenth (0.1) by December 2020.	GPA's were provided for 26 mentees, 6 whom of only had available data for one semester, making comparison impossible. For the remaining 20 mentees, 6 improved, 5 worsened, and 9 fluctuated. It should be noted that none of the students had complete data available—baseline (semester prior to services) and follow-up (semester after completing services).
1.3	Students participating in mentoring will improve their attendance by 5%, by December 2020.	Attendance data for the 2018-2019 school year were provided for 13 mentees; however the data are for the entire year rather than by semester or trimester. Because attendance from other years was not provided, data for 2018-2019 cannot be compared to other time periods to measure change. Similarly, semester attendance data were provided for four additional youth, but only one semester was provided so changes in attendance could not be determined.
1.4	Reduce the number of suspensions related to fighting at Arvin High School.	Suspension data from Arvin High were examined for 2018-2019 and 2019-2020, specifically the number of violent suspensions with and without injury. Because the high school's disciplinary issues would not be impacted by this program until at least 2019-2020 (since the first cohort of students received services at the middle school level in 2018-2019), that year serves as baseline. Following the pattern of the middle school sites, the number of violent suspensions without injury rose substantially, more than doubling. The number of violent suspensions with injury, however, declined from 16 to 12.
1.5	Local law enforcement will report no retaliatory shootings in cases where the victim had contact with program staff.	Because services for victims of community violence were implemented in June 2021, at the culmination of funding under CalVIP, these data are not available.

**GOAL 2: To maintain a recidivism rate of less than 25% for program participants.**

Process Measure		Results
2.1	70% of adult participants will complete their Mentoring Service Plan.	A total of 71 clients started their Mentoring Service Plan at least once. Of these, 57 (80%) completed at least one MSP.
2.2	25% of adult participants not enrolled will be enrolled in a health care insurance plan.	A total of 33 clients entered the program without health coverage. During their participation, 9 (27%) were newly enrolled.

**GOAL 2: To maintain a recidivism rate of less than 25% for program participants.**

Outcome Measure		Results
2.1	To maintain a recidivism rate of less than 25% for program participants.	A total of 68 adult mentees had a history of incarceration; 50 of whom had been released in the past 12 months. By the end of the program, only two clients (3%) had been reincarcerated, far exceeding the target of 25% or less.
2.2	Adult clients who complete their Mentor Service Plan will improve their CTS score by 5%.	Results from the Criminal Thinking Scale (CTS) were available for 55 clients. Overall, 33 (60%) improved to some extent and 25 (45%) improved by 5% or more.

**GOAL 3: To provide mentoring program participants with education (GED, HS diploma, AA, BA), vocational training, and/or employment opportunities.**

Process Measure		Results
3.1	50% of adults referred to Garden Pathways will accept services.	A total of 78 clients were referred to the CalVIP mentoring program, and 71 (91%) received services.
3.2	50% of adult participants in need of training will be enrolled in WESTEC or a long-term education program.	During the grant, 31 clients attended WESTEC's Train for Success job training program and all 31 completed the program.
3.3	50% of adult participants in need of employment will complete training in employment strategies (e.g., resume prep, mock interviews).	The program provided employment strategies training to 38 clients and all except one completed the program (97%).

**GOAL 3: To provide mentoring program participants with education (GED, HS diploma, AA, BA), vocational training, and/or employment opportunities.**

Outcome Measure		Results
3.1	50% of adult participants in need of training will graduate from WESTEC or a long-term education program by December 2020.	During the grant, 31 clients attended WESTEC's Train for Success job training program and all 31 completed the program.
3.2	50% of adult participants in need of employment will have been employed for at least 3 months by December 2020.	Among the 71 adult clients, 30 (42%) found employment and 24 (34%) were employed for 3 months or longer.

## Results and Conclusions

### **GOAL 1: To reduce acts of violence and crime in the individuals served, including retaliatory shootings indirectly reducing violence and crime in the community**

#### **Goal 1 Process Measures**

**Process Measure 1.1** Two professional mentors will provide services to at least 10 gang-affiliated youth at both Haven Drive and Mountain View Middle Schools.

A discrepancy exists between qualitative data collected from school district personnel and project mentors and the quantitative data provided through the ETO and CaseMGR tracking system. Garden Pathways mentors appear to have far exceeded the 10 students per middle school that was the base requirement under Process Measure 1.1. According to the CaseMGR database, a total of 119 unduplicated students received at least one direct service across the 2018-2019 and 2019-2020 school years. School administrators at both sites stated that only ten slots were available to the CalVIP program at any given point in time, 5 for 7th graders and 5 for 8th graders—something they ardently wished would change, as they wanted to enroll more students into services. Garden Pathways mentors also indicated that they served between five and ten students at a time; when numbers were less than ten (often the case), it was because of students' poor school attendance. Because staff were often called upon to work with students outside the program (something confirmed by school administrators) and because they documented the interactions when they did so, it is possible that these students were included in the data export given the evaluation team, expanding the numbers served. Another possibility is that 9th graders from Arvin High and possibly Mira Monte High were included in the database, as at least two mentors worked at both the middle and high school sites. Because grade level and school site were not part of the data export for services that was provided to the evaluation team, it is not possible to determine which, if either, is the case. No student data were available for the 2020-2021 school year, during which the majority of services were provided virtually, either by phone or video conferencing. Well over one-third of the total number of youth served (52, or 44%) remained in the program for two years, while the remaining students participated for one year.

**Process Measure 1.2** Two professional mentors will meet with middle school mentees at least 4 times each month.

Mentors met with students an average of two to five times a month throughout the program. A school administrator at Haven Drive Middle School in Arvin reported,

We were given a fixed amount for 7th and 8th grades, both at five [students]...[The mentors] provided services once and at times twice a week...They encourage them to follow the right path, basically make sure that they make good choices, good decisions, help them out with their academics. They counsel them. They heard...what types of problems they were encountering and kept in touch with their families, as well. Even during the closure we've had recently, they've still been contacting our students in need.

One mentor from Mountain View discussed the difficulty of getting all students actively participating in group; she was pleased when "we were able to achieve a group of eight." Generally speaking, it was students' poor attendance at school that impacted group numbers. When students failed to show up for

group, mentors would follow up and work with the student one-on-one to try to stabilize their situation and get them involved again in group activities.

**Process Measure 1.3** Professional mentors will have a caseload of at least 20 participants each year.

The two mentors serving adult clients carried a caseload of 31 and 32 people, respectively. Case management services were intensive in scope and depth. One mentor explained:

I like to say that I like to see goals come true...I work with the adult population, so no kids. Twenty-four and up...I mentor them through the process and try to remove any barriers. Anything that the clients want to do, that's what I want to hook [them] up with. I want to hold their hand. It's not for what *I* want, right? It's based on what *they* want.

He went on to discuss the importance of the classes and the job skills training that are a crucial part of the case management process:

Essentially it's mentoring and the classes we provide that not only helps you get the job, helps you keep the job, and also opens the door to more possibilities. Not just working, but as well, working towards a family relationship: better relationships and a better quality of life—something that our clients aren't used to seeing. And so, we provide that doorway with our classes, with those transformative education classes, our employment strategies, our website classes.

Housing and food are other areas of assistance provided by mentors, who have connections to sober living environments, faith-based homes that support parolees, the homeless shelter, and the county housing authority, as well as food banks across the city. Mentors meet with adult clients a minimum of an hour a week, and make themselves available by phone and by text. The goal is to establish a trusting relationship in which the adult will reach out for assistance before making an error that could lead to recidivism.

**Process Measure 1.4** Program staff will visit referred penetrating wound victims who are injured by suspected gang activity or community violence.

As previously discussed, an MOU was not in place between Garden Pathways and Kern Medical until January 2020. By mid-March, all activity stopped during the pandemic shutdown. No staff could visit hospitals due to COVID-19 restrictions that remained in place through the rest of 2020 and well into 2021. Visits commenced on June 9, 2021, toward the end of the funding period.

**Process Measure 1.5** 25% of gang and community violence-related penetrating wound victims will enroll in mentoring services.

The sheer volume of victims of community violence has made it impossible for staff to visit every individual who would qualify for services under the CalVIP program. Garden Pathways received 423 referrals over a six month period; of these, 353 were discharged from the hospital before Garden Pathways was able to engage with them. Staff was able to follow up with nine of the discharged patients; however, the vast majority of connections were made in the hospital environment: 70 individuals were engaged before leaving the hospital. Of the 79 total clients who initially accepted services, 9 declined services after leaving the hospital.

The other 70 (89%) received some combination of case management services, including but not limited to mentoring, training, food boxes, MediCal enrollment, referrals to other services, service navigation, or victim services referrals.

## Goal 1 Outcome Measures

**Outcome Measure 1.1.** Reduce disciplinary actions at Haven Drive and Mountain View Middle Schools.

Data for this measure are available through the California Department of Education DataQuest database. While the overall number of suspensions and the overall number of unduplicated students receiving suspensions decreased at both sites between the year prior to services beginning (2017-2018) and the first full year of services (2018-2019), the rates rose substantially in the following year (2019-2020). That said, in March 2020, schools moved to distance-learning during the COVID-19 pandemic shutdown, and sites did not come fully back to in-person instruction until winter 2021, toward the end of the funding cycle. For this reason, school level data for these years are inconsistent and cannot be used for the purpose of measuring program success.

Another factor should be considered when determining the overall efficacy of program services in reducing violence at the school level, rather than at the individual level. Haven Drive Middle School had 664 students enrolled in June 2020, at the time qualitative interviews were conducted with school staff at both middle schools and at Arvin High School. The administration was told they could place ten students in the CalVIP program, five 7th graders and five 8th graders. Under the guidelines of the program, they focused on identifying students with direct and indirect gang affiliations; that is, both students who either openly identified as gang members (e.g., using colors, throwing signs) or who were known to come from families with gang affiliations. An administrator at Haven Drive explained:

We have our MSW command campus supervisor and our site administration; we get a list of students that are the “heavy hitters,” as you call them. We obviously want to choose students that are actually going to take to the program...So we choose students based on personality, as well: will they mesh with the program?

The administrator at Mountain View Middle School in Lamont indicated a similar selection process:

[Students] were selected for high risk. Some were more for trauma, some were potential gang members—very needy students that just needed more support and help...

Asked about their expectations for the program, an administrator at Haven Drive described expectations for those students involved in the program:

From an academic standpoint, we want them to keep their grades up, stay engaged in the academic process. We talked [to] their teachers to see how they’re doing in class...Are they participating? Are they doing their homework? Are they doing well on their tests? Are they happy? Are they showing test-taking strategies?...Behaviorally, are they getting to class on time? Are they being respectful? Are they getting to lunch when they’re supposed to?—because we have three different lunch periods. We have to make sure that they’re not out there during lunch A when they

have Lunch C...Do they get to all their classes? Are they coming to school on time? If they go to a sports event, are they sitting with their peers and being respectful?...Generally we have so many eyes on campus that we know who the ten students are, so we're always checking to see how they're doing and then report to Garden Pathways.

Similarly, the administrator at Mountain View explained:

They are serving maybe 8 to 10 students. And some of them are the same students that they served in the previous year, so they saw them for 7th and 8th grade...They would meet with the students possibly in group settings and talk with them and provide them with educational and motivational information to help them be more successful here at school.

Administrators acknowledged that altering the behavior of a few students would not necessarily impact schoolwide disciplinary numbers significantly, given the level of need in the community, the amount of gang activity, and the fact that some of the "heavy hitters" were not appropriate for group—or might not have received parent permission to participate in group. Nevertheless, administrators did see change at the individual level:

Without looking at data, I think we would all agree this [program] had maybe an 80% success rate, because we had a couple of students that were expelled...

Another administrator added:

Qualitatively, we have some kids that really benefitted this year...Even among some of the kids that would honestly be more of a Tier 3 student...still would often show an altered behavior on the days they knew they had Garden Pathways as opposed to the days that they didn't.

**Outcome Measure 1.2.** Students participating in mentoring will see a GPA increase of at least one-tenth (0.1) by December 2020.

Schools did not provide complete datasets for attendance or grades at the individual level for any student at either middle school site, making it impossible to determine the success of the program in meeting this outcome. Again, because of the switch to distance-learning and the overall impact of the pandemic shutdown, during which some students thrived but many did not, it would be impossible to attribute either success or failure to the CalVIP program.

**Outcome Measure 1.3.** Students participating in mentoring will improve their attendance by 5%, by December 2020.

Again, schools did not provide complete datasets for attendance or grades at the individual level for any student at either middle school site, making it impossible to determine the success of the program in meeting this outcome.



**Outcome Measure 1.4.** Reduce the number of suspensions related to fighting at Arvin High School.

As described in the table on page 9, the number of violent suspensions with and without injury at Arvin High were examined for both 2018-2019 and 2019-2020. Because the high school's disciplinary issues would not be impacted by this program until at least 2019-2020, given the first cohort of students received services at the middle school level in 2018-2019, this is the year that serves as baseline. Following the pattern of the middle school sites, the number of violent suspensions without injury rose substantially, more than doubling. The number of violent suspensions with injury, however, declined from 16 to 12. These are not, again, data that can be attributed as either success or failure on the part of the CalVIP program, given the impact of the pandemic and the relatively small number of students served out of a high school population of over 2,700.

**Outcome Measure 1.5.** Local law enforcement will report no retaliatory shootings in cases where the victim had contact with program staff.

Because services for victims of community violence commenced in June 2021, at the culmination of funding under CalVIP, these data are not available.

## **GOAL 2. To maintain a recidivism rate of less than 25% for program participants**

### **Goal 2 Process Measures**

**Process Measure 2.1.** 70% of adult participants will complete their Mentoring Service Plan.

A total of 71 clients started their Mentoring Service Plan at least once, and of these, 57 (80%) completed at least one MSP.

In a qualitative interview conducted in September 2019, before the onset of the pandemic, a professional mentor explained the process of beginning work with an adult client:

We understand that people [coming out of incarceration] don't have that second chance; they don't get it oftentimes. They get the door slammed on them left and right. People are always, "Oh, you look like this?" or "Oh, you've done this?" People have let them down. Then [our] mentoring [service] comes in, and no, I'm not going to do that to you. I don't want to let you down....This is the way I usually paint it: "You can go out and get a job anytime. You can probably get one right now if you want." Because that's what our clients usually want—they want a job. "You can sling a hammer. You can do all that stuff. You can learn all this stuff. But at the same time, are you going to be able to keep [that job] and move forward from your past? Or is your past going to keep haunting you?"

Having forthright conversations about emotion management is part of introducing the case management and mentoring components of CalVIP to adult clients. The mentor went on to say, "It's not therapy but it's therapeutic." Together, the mentor and client will determine the classes and/or groups in which the client will enroll; however, personal, direct, one-on-one interaction on at least a weekly basis remains the keystone of the program. Mentors track clients' progress, make themselves available to process difficult situations the

client confronts or difficult emotions the client may have issues processing, and works with them to both normalize the experience and provide skills-building to help the client deal more effectively in the future.

**Process Measure 2.2.** 25% of adult participants not enrolled will be enrolled in a health care insurance plan.

A total of 33 clients entered the program without health coverage. During their participation, 9 (27%) were newly enrolled. It is unknown whether all of those enrolled were entered into MediCal or whether some received insurance coverage through employers—certainly one of the goals of helping clients achieve full-time, sustainable employment. A few clients were also still incarcerated at the time of services and as such, were not eligible for enrollment.

## Goal 2 Outcome Measures

**Outcome Measure 2.1.** To maintain a recidivism rate of less than 25% for program participants.

A total of 68 adult mentees had a history of incarceration; 50 of whom had been released in the past 12 months. By the end of the program, only two clients (3%) had been reincarcerated, far exceeding the target of 25% or less.

**Outcome Measure 2.2.** Adult clients who complete their Mentor Service Plan will improve their CTS score by 5%.

Results from the Criminal Thinking Scale (CTS) were available for 55 clients. Overall, 33 (60%) improved to some extent, and 25 (45%) improved by 5% or more.

Psychologist Glenn Walters defined criminal thinking as “attitudes, beliefs, and rationalizations that offenders use to justify and support their criminal behavior.” The 6 CTS scales include entitlement, justification, personal irresponsibility, power orientation, cold heartedness, and criminal rationalization, all of which represent concepts with special significance in treatment settings for correctional populations, as they are core elements of criminal thinking. Designed in 2005 as part of a study by the National Institute of Corrections, the instrument has recently come under fire as being racist. For example, one item requires the respondent to react to the statement, “The real reason you’re in jail is because of your race.” If the respondent answers in the affirmative, it negatively impacts his/her score. Since, in fact, research has consistently shown that race is, in fact, a factor in arrests and incarceration rates, mental health professionals have objected to the use of the instrument. Texas Christian University, which designed and distributes the instrument, has removed the form from its website and has cautioned against the use of certain items while the survey undergoes critical review. [Note: this occurred in the past year, and for this reason, the data described above should be treated with caution.]

**Goal 3. To provide mentoring program participants with education (GED, HS diploma, AA, BA), vocational training, and/or employment opportunities.**

## Goal 3 Process Measures

**Process Measure 3.1.** 50% of adults referred to Garden Pathways will accept services.

A total of 78 clients were referred to the CalVIP mentoring program, and 71 (91%) received services, far exceeding the anticipated outcome.

In qualitative interviews, program staff attributed their success both to the desire of recently incarcerated individuals to change their life circumstances and to the personal approach used to set up mentoring relationships, often with professional mentors who themselves may have overcome a history of trauma and/or incarceration. This element of peer support is considered essential in the CalVIP model; it is designed for clients to feel as though they are seen, heard, respected, and supported without judgment and without patronage.

**Process Measure 3.2.** 50% of adult participants in need of training will be enrolled in WESTEC or a long-term education program.

Over the course of the funding cycle, 31 clients attended WESTEC's Train for Success job training program and all 31 completed the program. It was not possible to determine (without having members of the evaluation team review individual case plans) how many clients came into the program *in need of training or additional education*. A recommendation for future data tracking is that this be included as a field in CaseMGR.

**Process Measure 3.3.** 50% of adult participants in need of employment will complete training in employment strategies (e.g., resume prep, mock interviews).

CalVIP provided employment strategies training to 38 clients, and all but one (97%) completed the program.

Garden Pathways offers a variety of short- and long-term employment strategies classes in which program clients can enroll, as well as offering one-on-one mentoring in this area.

### Goal 3 Outcome Measures

**Outcome Measure 3.1.** 50% of adult participants in need of training will graduate from WESTEC or a long-term education program by December 2020.

The evaluation team had access to data only from WESTEC, and as reported above, the 31 clients enrolled in WESTEC's Train for Success completed the job training program.

**Outcome Measure 3.2.** 50% of adult participants in need of employment will have been employed for at least 3 months by December 2020.

Of the 71 adult clients, 30 (42%) found employment and 24 (34%) were employed for three months or longer. This said, the fact that this measure was not reached cannot be attributed to CalVIP, given the COVID-19 pandemic shutdown and the wave of unemployment that followed. It is a tribute to the program that as many clients found and maintained employment as did.

## Conclusions

### *Gang-affiliated Youth Mentoring*

Peer relationships and interactions were core to the Garden Pathways youth prevention component of the CalVIP grant. The program's curriculum and events were thus centered on creating friendship and tolerance among peers, using approaches that focus on cognitive behavioral skill attainment for emotion management and other needs. Through discussion and skills-based activities, students practiced communication around difficult, emotionally complex topics. Not all interactions were constructive. Even though staff make a strong effort to be "very careful in slowly introducing our young people to each other," conflict situations did occur, but were treated as learning experiences and generally mitigated successfully. Certainly staff and administrators at both middle schools felt that students benefited from the program, and were eager to see services expanded.

Another key to the apparent success of the program is the fact that students were not limited to an arbitrary length of service (e.g., 10 weeks, three months). Some students participated in both their 7th and 8th grade years, and even into their 9th grade year. The continuity this provided, along with continuous access to a caring and trusted adult, meet the criteria of best evidence-based practices for mentoring.

A significant obstacle for Garden Pathways student mentees came during the transition into Arvin High School, where the stakes were higher, and where electing to form friendships with students from other communities and/or gangs can literally have life-threatening consequences. As these students age, they experience greater external pressures to participate in gangs themselves. No longer mitigated by distance, the exposure to the other gangs can result in the new formation or solidification of the previously less salient gang identities.

Because Garden Pathways had mentoring in place at Arvin High School prior to the CalVIP program, mentors were able to transition many students from services at the middle school into the mentoring program at the high school. Staff members at Arvin High witnessed the impact of the mentoring relationship in changing the dynamic between members of rival gangs. This was particularly true when the mentor(s) served at both the middle and high school sites, and were able to provide continuity for students. An administrator gave an example of the impact of this continuity:

[O]ne of our mentors overheard a group saying, "We're going to catch that kid slipping and we're going to jump him in the bathroom." And so, [when] the mentor heard that he pulled those kids to the side and said, "I overheard you guys saying that, and it broke my heart, because that's my boy." And I guess the expression on these kids' faces, was like, "Wait a minute, *we're* your boys, too, because you are our mentor. And you're saying *that's* your boy?" And out of the respect to their mentor they were "Okay, we're...going to back off." And that changed the whole dynamic and relationship as well, so we saw the importance of having those same mentors at both sites.

Under CalVIP funding, mentors were able to offer one group at each middle school that commenced at the beginning of the school year and ran through the entire school year. Recommendations from administrators focused on the need for expanded services, with more students able to be served, and more groups

beginning throughout the course of the school year, so that students identified later in the year could also benefit from services.

### **Adult Prevention and Intervention Services**

The struggle of the recently incarcerated to integrate successfully into mainstream American culture is well documented. Most of the clients in the adult CalVIP program were recently incarcerated and faced serious challenges regarding their transition to the workforce, a major risk for recidivism. The longer they were incarcerated, the more difficult the struggle. One Garden Pathways staff member described the obstacles these clients face:

[E]specially [for] the individuals that have lived in incarceration for twelve or fifteen years, sixteen years, or [convicted of] some violent crimes and now having to navigate house searching on your own—what does that look like if you couldn't get employed?...[A]nd now you're having to adjust to your home environment, because it's new for your family, seeing you back.

Self-esteem is deeply linked to employment in American society. A 2014 survey conducted by the Gallup-Healthways Well-Being Index found that 12.4% of unemployed Americans say they are currently are or have been treated for depression compared to 5.6% of those who work full-time. For those who have been without a job six months or more, the rate of depression jumps to 18%. [Crabtree, S., *In U.S., Depression Rates Higher for Long-Term Unemployed*, Wellbeing, Gallup, June 9, 2014.]

Employment is a large focus of the mentoring and education, but it is not the only area of focus. Some clients may have left situations such as a rehabilitation facility where much of their life was controlled, and experience vulnerability to drug reuse. A Garden Pathways administrator explained:

[W]e know that there's addiction, a long history of addiction and then they're being released from sober living or MCRP [Male Community Reentry Program] after years. That's where we are meeting with them a little bit more often, because of that risk of them quickly recidivating now that they're in old environment—let's help them out.

Gang affiliation also is a factor in Garden Pathways adult mentees' lives. Considering the age of the clients and the fact that without geographic relocation, the likelihood of successfully leaving behind that affiliation is low, mentors are less focused on clients' disowning the gang than preventing gang-related behavior. One member described clients' thinking this way:

“This is who I am, this is who I am, I'll never leave the hood”, right? “This is who I am.” And so when mentoring with them, [the message] is essentially not [to] leave the gang but just not [engage in illegal] activities, right?

Garden Pathways staff shared some success stories of clients in CalVIP. One staff member told of a recent client who engaged while still incarcerated, and entered employment training when released:

We have one guy, extensive work history. While he was incarcerated, he became a firefighter out on the fires, and then [trained and] became an underwater welder.

While his felony conviction prevented him from pursuing his goal career in firefighting, he was able to find a satisfying job in another field.

A staff member shared how one CalVIP client was extending his opportunities to others:

We actually have one individual that's still receiving services, [and] got a job through the oilfields making twenty-six dollars an hour. He became a crew leader; so now he is recruiting individuals from his background in this program, in CalVIP.

An anecdote repeated by multiple Garden Pathways staff was a story of a father who was actually receiving CalVIP services alongside his daughter, who was in the youth prevention component of CalVIP. Their relation was a surprise to the staff.

Yeah I remember when the parent came in and the parent was sharing how much he was struggling being a parent to his daughter and shared quite a bit. And he was only coming in for WESTEC, and I said "Well if things could be different for you, what are those things that would help you?" And he told us, "I don't know how to be a parent." So showing him some parenting skills, encouraging [him] to get a job, he ended up being in our program and he's still in our program. He was one of our success stories that we shared with the Board...Later that day we went to the Summer Bridge graduation and a few students were being acknowledged for their participation in the program and his daughter was being acknowledged and received an award from the Mayor, not knowing that her father was the testimonial at the Board meeting.

Speaking to the relationship between the father and daughter, a staff member reported that the father is "currently employed and very involved in her life."

Although staff at Garden Pathways can speak to successes, securing a long term, decent paying job is still a struggle for those with a felony history, and this is something mentors cannot control. One staff member explained:

A lot of [our clients] end up working at temp agencies, and they're just temporary jobs. I wish more employers would really invest in them because the reality is they are being released into our community. We can either help them or pretend they don't exist, and we know what that looks like. We do have some employers, but I can tell you we definitely need more...realistic wages, realistic employment, [so] that they could sustain their own household, you know? We need more of that.

### ***Adult Hospital Intervention Program***

While little data beyond the number of referrals and the number of people engaged were available for this late-starting program, Garden Pathways administration is working with Kern Medical to extend the MOU put in place in January 2020 for another three years. The rise in violent crime in the community-at-large speaks to the need for victim intervention, and the fact that 70 hospitalized patients accepted services along with 9 post-discharge patients suggests such services will be welcomed by the community.

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## Logic Model

### GOAL 1. To reduce acts of violence and crime in the individuals served, including retaliatory shootings indirectly reducing violence and crime in the community.

Need-based Objectives	Activities	Process Measures	Outcome Measures
<p>1.1 Prevent and/or mitigate the effects of violence and trauma by developing and strengthening protective factors through comprehensive mentoring services, intensive case management, and hospital interventions that are trauma informed.</p> <p>1.2 Participate in local Operation Ceasefire, PACT, Lerdo Jail, community outreach in areas where violence occurs and sober living environments.</p> <p>1.3 Engage with victims of violence and their families to help process and offer services through hospital intervention efforts.</p>	<p>Complete all assessments for each incoming client.</p> <p>Develop a Mentoring Service Plan for each adult client.</p> <p>Offer a full range of mentoring supports, as needed by each client.</p> <p>Participate in local outreach efforts, particularly those concentrated in violent neighborhoods and settings.</p> <p>Establish an MOU with the local trauma center.</p> <p>Follow-up with victims of violence and their families following a hospital stay.</p>	<p>Two professional mentors will provide services to at least 10 gang-affiliated youth at both Haven Drive and Mountain View Middle Schools.</p> <p>Two professional mentors will meet with middle school mentees at least 4 times each month.</p> <p>Professional mentors will have a caseload of at least 20 participants each year.</p> <p>Program staff will visit referred penetrating wound victims who are injured by suspected gang activity or community violence.</p> <p>25% of gang and community violence-related penetrating wound victims will enroll in mentoring services.</p>	<p>Reduce disciplinary actions at Haven Drive and Mt. View Middle Schools.</p> <p>Students participating in mentoring will see a GPA increase of at least one-tenth (0.1) by December 2020.</p> <p>Students participating in mentoring will improve their attendance by 5%, by December 2020.</p> <p>Reduce the number of suspensions related to fighting at Arvin High School.</p> <p>Local law enforcement will report no retaliatory shootings in cases where the victim had contact with program staff.</p>

### GOAL 2. To maintain a recidivism rate of less than 25% for program participants.

Needs-based Objective	Activities	Process Measures	Outcome Measures
<p>2.1 Implement evidence-based practices proven to reduce recidivism (mentoring and assessments that identify criminogenic risk, need, and progress).</p>	<p>Complete intake interview to determine current health coverage.</p> <p>Refer clients to appropriate agencies for enrollment in health coverage, as needed.</p>	<p>70% of adult participants will complete their Mentoring Service Plan.</p> <p>25% of adult participants not enrolled will be enrolled in a health care insurance plan.</p>	<p>To maintain a recidivism rate of less than 25% for program participants.</p> <p>Adult clients who complete their Mentor Service Plan will improve their CTS score by 5%.</p>



<p>2.2 Enroll participants into a health insurance program, including MediCal to provide access to healthcare (preventive care, behavioral and recovery services).</p>	<p>Educate clients about the importance of routine physical health exams.</p> <p>Work with clients to make healthy choices (e.g., nutrition, exercise, tobacco-free homes).</p> <p>Assist in identifying transportation options for clients to get to medical appointments.</p>		
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**GOAL 3. To provide mentoring program participants with education (GED, HS diploma, AA, BA), vocational training, and/or employment opportunities.**

Needs-based Objectives	Activities	Process Measures	Outcome Measures
<p>3.1 Develop individual mentoring service plans with clear steps to achieving participant goals.</p> <p>3.2 Develop relationships with local employers and schools to create pathways for participants.</p>	<p>Intake and assessment of criminogenic factors.</p> <p>Enroll clients in educational programs and services.</p> <p>Link clients with potential employers.</p> <p>Track client participation in mentoring programs.</p> <p>Track client enrollment in programs and services offered through agency referral.</p>	<p>50% of adults referred to Garden Pathways will accept services.</p> <p>50% of adult participants in need of training will be enrolled in WESTEC or a long-term education program.</p> <p>50% of adult participants in need of employment will complete training in employment strategies (e.g., resume prep, mock interviews).</p>	<p>50% of adult participants in need of training will graduate from WESTEC or a long-term education program by December 2020.</p> <p>50% of adult participants in need of employment will have been employed for at least 3 months by December 2020.</p>