



Memorandum

TO: PUBLIC SAFETY, FINANCE, AND
STRATEGIC SUPPORT COMMITTEE

FROM: Jon Cicirelli

SUBJECT: SEE BELOW

DATE: April 3, 2019

Approved

Jon Cicirelli

Date

4/11/19

**SUBJECT: MAYOR'S GANG PREVENTION TASK FORCE'S BRINGING
EVERYONE'S STRENGTHS TOGETHER AND SAFE SUMMER
INITIATIVE GRANT PROGRAMS ANNUAL REPORT**

RECOMMENDATION

Accept the 2017-2018 Annual Report on the Mayor's Gang Prevention Task Force's Bringing Everyone's Strengths Together and Safe Summer Initiative Grant Programs.

EXECUTIVE SUMMARY

The Parks, Recreation and Neighborhood Services Department administers the San José Bringing Everyone's Strengths Together (BEST) and the Safe Summer Initiative Grant (SSIG) programs, which comprise the funding arm of the Mayor's Gang Prevention Task Force and Youth Intervention Services. These programs provide grants to community-based organizations that deliver gang prevention and intervention services to At-Risk, High-Risk, Gang-Impacted, and Gang-Intentional youth and their families.

In the 2017-2018 grant cycle, the BEST Program served 3,204 youth participants with an average of 50 hours of service per participant, which represented an overall increase in service of 18 percent. In the BEST Program evaluation report¹ for the 2017-2018 grant cycle, the City's evaluation consultant, Social Policy Research Associates, reported that the BEST Program had a modest yet still statistically significant effect on reducing both the number of gang incidents and the number of youth arrests in and around San José Police Department beats with the highest rates of gang-related crime over an eight-year period from September 1, 2010 through August 31, 2018. This report used a quasi-experimental design to measure the impact that the BEST Program had on the community, and is a shift away from former evaluation designs that

¹A soft copy of the report is available online at <http://sanjoseca.gov/DocumentCenter/View/83565> and is also posted under the same Public Safety, Finance and Strategic Support Committee agenda item as this report.

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tabulated short-term outputs from self-reported data. The report concludes that the BEST Program is serving the appropriate target populations in and around areas where gang-related crime and youth arrests were highest.

The SSIG Program provided safe and fun programs and activities for 3,463 youth during the summer of 2018. Participants gave high ratings of the program's effectiveness, including its ability to instill a sense of neighborhood safety, learning accomplishments, and community connectedness in participants.

Looking forward, staff continues to lay the groundwork for an evaluation that can assess outcomes for BEST's individual youth participants. In doing this, staff plans to continue to enhance how the City assesses the BEST Program's returns on investment by formalizing data-sharing agreements and developing in-house tools to improve data-driven decision-making. Additionally, staff continues to explore the possibility of expanding the current grant program evaluation to include all of the Department's Youth Intervention Services including direct service programs.

BACKGROUND

Since 1991, the Mayor's Gang Prevention Task Force ("Task Force") has worked strategically to address issues of gang involvement among youth and young adults in order to reduce violence associated with gangs. Throughout its history, the Task Force has utilized the U.S. Department of Justice's Office of Juvenile Justice and Delinquency Prevention as a strategic resource, developing and implementing best practices to guide the design of the Task Force's strategic framework. The result is a nationally-recognized violence prevention and intervention services program model that is specific to the City of San José, but flexible enough for other jurisdictions to adopt and customize to meet their own needs.

In the context of this framework, the Department delivers gang prevention and intervention services to the specified Target Populations: At-Risk, High-Risk, Gang-Impacted, and Gang-Intentional youth and their families.² These services are provided in alignment with the guiding principles, mission, and strategic goals defined in the Task Force's Trauma to Triumph II Strategic Work Plan 2018-2020.³ The Department achieves the goals set forth by the Strategic Work Plan through a wide array of youth intervention services, shown in Figure 1 below, which include the Task Force City operated Youth Intervention Programs, Neighborhood Services, and grant-funded programs by Community-Based Organizations. The Community-Based Organization services are funded through the BEST Program and the SSIG Program, which together comprise the funding arms of the Task Force.

² See Attachment A to review the Mayor's Gang Prevention Task Force Target Population Profiles.

³ To review the Task Force's Strategic Work Plan 2018-2020, go to:

<http://sanjoseca.gov/DocumentCenter/View/82079>.

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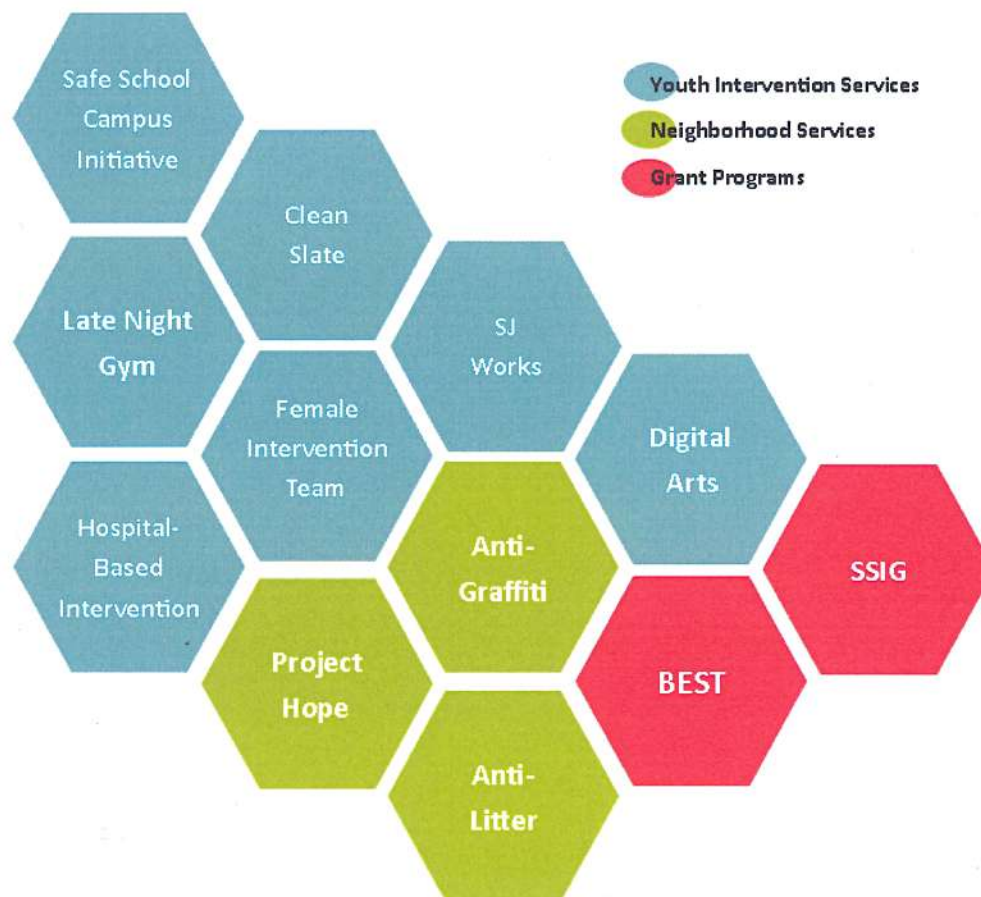
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The BEST and SSIG programs provide grants to non-profit, government, and faith-based organizations that provide gang prevention and intervention services. The total funding allocated for both the BEST (\$2,287,000) and SSIG (\$500,000⁴) programs constitutes approximately half of the \$5,647,000 allocated to the Department under the BEST appropriation in 2017-2018, with the remaining \$2,860,000 allocated to the Task Force City operated Youth Intervention Services.⁵

The focus of this report is the BEST and SSIG programs.

Figure 1: Mayor's Gang Prevention Task Force Programs



⁴ The total BEST appropriation allocation for SSIG Program services in 2017-2018 was \$500,000. This included \$400,000 awarded to non-profit agencies, as well as \$100,000 for Camp San José scholarships for at-risk youth. An additional \$50,000 was awarded to Community Based Organizations from the Emergency Reserve due to the high number of qualified proposals in 2018, and the Department's ability to reach a higher number of participants.

⁵ An additional \$744,000 of unexpended funding was rebudgeted from the 2016-2017 Adopted Operating Budget, for a total of \$6,391,000 in available BEST appropriation funds in 2017-2018. In addition to these funds in the BEST appropriation, the 2017-2018 Adopted Operating Budget included \$4,556,000 in the General Fund for Neighborhood Services and Task Force City operated Programs.

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Bringing Everyone's Strengths Together (BEST) Program

Every three years, the BEST Program solicits services through a Request for Qualifications (RFQ) process to establish a list of qualified providers that may provide services during the next three-year period. Subsequently, the Department chooses agencies from that list on an annual basis to provide services from September 1 through August 30, a program year designed to coincide with the school year. The last RFQ, conducted in 2015-2016, established a qualified list of providers that spanned 2016-2019. For this period, select qualified agencies were granted annual BEST awards on the basis of their capacities to provide services under one or more of the following six Eligible Service Areas:⁶

1. Personal Transformation through Cognitive Behavior Change and Life Skills Education
2. Street Outreach Intervention Services
3. Substance Abuse Prevention and Intervention
4. Vocational/Job Training Services
5. Parent Awareness/Training and Family Support
6. Case Management Services

Advancing Direct Impact Efforts During the 2016-2019 Triennial Period

In 2016, the City Council directed staff to improve the evaluation of the BEST Program.⁷ Specifically, the City Council directed staff to explore additional methods for collecting and sharing objective data with a view to reporting on the BEST Program's impacts on the community using participant-level data, as that data became available.

In response to this direction, staff developed short-, medium-, and long-term milestones to advance changes to the BEST Program evaluation strategy.⁸ The evaluation report presented to the Public Safety, Finance, and Strategic Support Committee (PSFSS) in May 2018, which covered the 2016-2017 program year, was for a "bridge year" as the status quo content did not reflect intentional efforts to change the direction of future evaluations. During the 2016-2017 program year, staff set a course to change the annual BEST Program evaluation away from the participant survey-based approach to a more statistically informed approach, which is being presented for the first time in this year's report for the 2017-2018 BEST Program Cycle 27. In this report, less emphasis is given to the final outputs of the BEST Program and its partner agencies (such as number of participants served and amount of service delivered) compared to prior annual reports, and more attention is given to assessing the statistical significance of the reductions that the BEST Program has on gang-related incidents and youth arrests in and around the City's police beats and gang hot spots (the community-level impact).

⁶ See Attachment B to review the 2016-2019 BEST Eligible Service Provider List by Eligible Service Area.

⁷ The memorandum can be found here:

https://sanjose.granicus.com/MetaViewer.php?view_id=&event_id=2130&meta_id=566238

⁸ See Attachment C to review the Timeline for BEST Program Evaluation Strategy Changes

Safe Summer Initiative Grant (SSIG) Program

In addition to the report-out on the status and effectiveness of the BEST Program, this report also provides an overview of the Safe Summer Initiative Grant (SSIG) Program's results. The SSIG Program operates in the summer of each year and in conjunction with the school-year based BEST Program. Every year, the Department may grant up to \$10,000 for each qualified proposal submitted by government, faith-based, or non-profit Community Based Organizations to provide summer programs to the same target populations that the BEST Program serves. These programs are designed to keep youth engaged in safe, positive activities throughout the summer in order to encourage constructive behaviors and reduce academic learning loss during the summer months. As part of the Youth Intervention Services, SSIG provides funding that serves youth ages 6-24 who can be categorized into one of the Task Force's risk profiles.

In the summer of 2018, SSIG funded 41 agencies⁹ to provide programs that fell within one or more of the following three Eligible Service Categories:

1. Educational/Cognitive Programs
2. Youth Development Programs
3. Recreation, Health, and Fitness Programs

ANALYSIS

The BEST program continues to have a beneficial impact on the community. Participants in the 2017-2018 programs gave positive qualitative feedback to the program. The Evaluation Report, "Reducing Gang-Related Crime in San José: An Impact and Implementation Study of San José's Bringing Everyone's Strengths Together (BEST) Program" (the Evaluation Report), submitted by Social Policy Research Associates (SPR) includes participant profiles. One such profile reads as follows:

"Anthony" is a 19-year-old college student and a recent participant in a BEST-funded high school program for students in the Foothill Division. The program provides mentoring and life coaching. Now a high school graduate, he enjoyed the sense of community that the program provided him. "I've never had that anywhere else. This is my home." Anthony explained how the program kept him out of harm's way: "It is the reason I'm not in a gang right now. I was on that path. It set me straight every time I wanted to go on that path." . . . When asked where he might be if not for the BEST program, Anthony explained that he had thought he wasn't going to live until he was 18. "I think I would be dead if not for the program"

⁹ See Attachment D to review the 2018 Safe Summer Initiative Grant Funded Agencies.

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These life changing anecdotal experiences of participants are reflected in the results of the studies that the Evaluation Report describes. SPR evaluated the BEST Program over an eight-year period (2010-2018) using two studies, an impact study and an implementation study. In bringing these two studies together under one report, SPR applied various statistical methodologies to assess the impacts that BEST Program services have on the community looking back at eight years of San José Police Department data on gang-related incidents and youth arrests. For the purposes of describing this year's evaluation, staff refers to this approach as a "quasi-experimental design" as it incorporates available geographically-based crime data to evaluate the effectiveness of the BEST Program, rather than participant-specific data and control-groups. The quasi-experimental design approach, impact study, and implementation study components are described below.

Quasi-Experimental Design Approach

In the past, the BEST Program was evaluated through the measurement of short-term outputs of BEST Program participants' abilities to process adverse circumstances and make decisions that would reduce the risks of gang involvement leading to youth violence. This approach relied heavily on BEST agencies' and participants' self-reported data. Historically, the Department assessed the effectiveness of the BEST Program by measuring outputs such as the number of participants enrolled in the programs, units of service provided to participants (based on hours attending the programs), as well as participant, parent, and agency surveys that assessed the changes and growth experienced by the participants. Over the last two and a half decades, the BEST evaluations have consistently reported positive impacts to the community through these measurements.

For this report, the quasi-experimental design approach utilizes administrative data to measure the impacts that the BEST Program has on the broader community. While elements of the former evaluation model are incorporated in SPR's evaluation report, a greater emphasis is made on how the BEST Program's investments in youth violence prevention and intervention efforts statistically reduce gang incidents and youth arrests over the long-term.

Impact Study

SPR designed the impact study to examine the relationship between BEST service delivery and gang incidents and youth arrests among youth 24 years of age or younger. Specifically, "gang incidents" include events to which police were called and include both "gang-motivated" incidents for which there is clear evidence that the crime was motivated by gang-related intent, as well as the "gang-related" incidents, which identify incidents involving gang members where the motivation cannot be proven. These data-points were selected because they are of interest to all BEST grantees, and their assessments illustrate the effectiveness of the BEST Program as a whole. The analysis was done at the police beat level because that was the level of detail available from San José Police Department data sets.

In conducting its analysis, SPR examined data through several statistical models, which are described in detail in the evaluation report. In doing so, SPR used a two-way fixed model, which controls for characteristics of a police beat that either do not change over time or that change slowly (such as poverty level or population size).

The results of the statistical models are encouraging, and support the experiences reported by participants, service providers, and staff in past BEST Program evaluation reports. They demonstrate that BEST Program services make a positive difference in the lives of participants and in the surrounding community:

- The provision of BEST services within a given police beat was associated with a decrease in gang incidents and youth arrests for the same beat, although impacts were only statistically significant in some models.
- An increase of 1,000 Units of Service in an average police beat was associated with a 3.1 percent decrease in gang incidents and between a 1.6 percent and 1.8 percent decrease in youth arrests in that beat.
- The most significant reductions were found among “spatial spillover effects,” in which the provision of BEST services within a given police beat was associated with statistically significant reductions of gang incidents and youth arrests for the beats adjacent to the beat in which those services were provided.

This quasi-experimental approach does not demonstrate perfect correlations in every model used by SPR. The models that do illustrate an association between BEST-funded services and the reductions observed in gang-related crime and youth arrests within a given police beat are strong enough to conclude that the improvements are driven by the BEST Program. To emphasize this point, it should also be noted that sometimes the youth and families receiving BEST-funded services in a particular beat lived near, but outside, of the police beat in which BEST services were provided. Yet, over time, the study found that there were positive results outside of the specific geographic locations that SPR was studying. Staff believes this is why the “spillover” effects were so strong.

Furthermore, the study demonstrates that with an increase in the number of Units of Service delivered within a given beat – that is, the amount of time devoted to participants enrolled in a BEST-funded program within the same beat – there is a greater reduction in gang-related incidents and youth arrests in that beat.

Implementation Study

In addition to the impact study, staff directed SPR to conduct an implementation study of the BEST Program to document BEST service delivery over the last eight years with a view towards

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improving administrative oversight and funding allocations to maximize the positive impacts that BEST grants have on the program's target population and in the City's Gang Hot Spot¹⁰ areas.

Key observations:

- The majority of BEST programs served higher-risk youth ages 12 to 19 years old (the BEST Target Population is 6 – 24 years of age);
- BEST services were located where they should be (near or within the San José Police Department beats in which gang-related crime and youth arrests were highest); and,
- While the proportion of Units of Service delivered in each Eligible Service Area was consistent throughout the evaluation period, the overall Units of Service declined.

The key take-away from these observations is that the Department is implementing the BEST Program in accordance with its intent. The locations, youth ages, and youth risk levels are all in alignment with the goals of the Task Force and the BEST Program. SPR noted that the Units of Service declined over the eight-year period, which reflects the intentional shift towards focusing BEST dollars on higher intensity direct service and no longer funding "light-touch" or low-intensity activities, such as marketing or outreach for programs.

Although overall Units of Service declined over the last eight years, the last year-over-year comparison saw an increase in Units of Service, with the highest growth being in the Eligible Service Area of Case Management, a more intensive type of direct service. This was due, in part, to the program's intentional focus on increasing more intensive types of programming in Eligible Service Areas such as Street Outreach Intervention Services, Parent Awareness/Training & Family Support, and Case Management Services where individualized case management is the most effective way to produce positive changes among youth as service providers work with participants and their families one-on-one.

Past-Year Comparison

For the sake of comparing 2016-2017 service volume statistics to this year's 2017-2018 report, Figure 2 below compares the two years in terms of service volume.

¹⁰ See Attachment E to review the 2017-2018 Hot Spot Areas by Police Division. "Hot Spot" determinations were made using data collected from the Policy Team and Technical Team in early 2017 to ensure the most effective distribution of MGPTF resources. Results of the exercise were approved by the MGPTF Policy Team on April 27, 2017.

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Figure 2: BEST Program Output Comparison, 2016-2017 to 2017-2018

	2016-2017	2017-2018
Number of Units of Service	135,639	160,667
Number of Unduplicated Youth	3,511	3,204
Number of Hours per Youth	39	50
Target Population Distribution	42% At Risk 19% High Risk 23% Gang-Impacted 10% Gang-Intentional	48% At Risk 26% High-Risk, 18% Gang-Impacted 8% Gang-Intentional

Figure 3 further breaks down the service volume statistics into each eligible service area, describes some of the expected short-term outcomes of each eligible service area, and includes participant feedback gathered during the focus groups conducted by SPR and in the reports submitted to the City by the contracted service providers.

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Figure 3: BEST Output Comparison, 2016-2017 to 2017-2018, by Eligible Service Area

Eligible Service Areas & Short Term Outcomes	2016- 2017 Units of Service	2017- 2018 Units of Service	Participant Feedback 2017-2018
ES 1: Personal Transformation Through Cognitive Behavior Change and Life Skills Education: Improve critical thinking skills, develop healthy goals, form positive relationships, engage more in school	25,048	64,657	"It is the reason I'm not in a gang right now. I was on that path. It set me straight every time I wanted to go on that path. [BEST-funded program staff] reminded me of my goals."
ES 2: Street Outreach Workers Services: Gang Outreach, Intervention, Mediation: Develop positive relationships, access resources, reduce youths' bonds with gangs	19,046	25,494	"It's not how you start is how you finish,' I totally get that one now."
ES 3: Substance Abuse Prevention and Intervention: Increase skills to avoid substance abuse behavior, connected to substance abuse treatment programs	4,691	3,925	"This program has helped me feel happier in life. I first came in feeling depressed about my relationship with my family. I used alcohol to help me forget my problems. I have quit drinking, my relationship with family is better and I am able to focus on my school work."
ES 4: Vocational/Job Training Services: Attain job-related competencies; complete additional education, find and retain employment	2,850	2,441	"For youth coming out of prison or off the street, this is the place." They felt that the program was a great resource and helped youth escape domestic violence, find a safe place to live, or look for employment. "Some things do take time, but they will help you and get you into services."
ES 5: Parent Awareness/Training & Family Support: Increase knowledge of positive disciplinary techniques, understand signs of gang involvement	9,457	6,748	"The program manager took me to meet my mother for the first time. I had a lot of resentment because she was incarcerated for most of my life. I don't feel close to her, but it was good to let go of my anger towards her."
ES 6: Case Management Services: Develop positive relationship with case manager, meet ISP goals, increase attendance at school or work	25,048	64,657	Services focused on teaching youth "how to deal with anger" or to "regulate their thoughts." A youth participant explained that case managers helped teach participants how to "handle your emotions."

SSIG 2018 Final Report Findings

The SSIG program is evaluated each year using self-reported participant survey data, which is collected from all grant recipients in their final report. These data are compared year-over-year to ensure grantees are meeting their performance measure goals, as stipulated in their contracts with the City. In 2018, grantees reported higher numbers of youth served and an overall improvement in performance. Specifically, grantees served 3,463 unduplicated youth, which exceeds the number of youth reported in 2017 by nearly twenty percent (2,911).¹¹ In addition, grantees exceeded their goals in four out of the six performance targets (each set at 80 percent), as measured by participant responses to SSIG Program survey questions:

- 97% felt satisfied with the SSIG Program versus 95% in 2016-2017;
- 99% felt SSIG offered a safe program versus 94% in 2016-2017;
- 87% learned about new programs, resources or activities versus 91% in 2016-2017; and,
- 95% connected with a caring adult versus 89% in 2016-2017.

However, agencies did not meet the performance target of 70 percent in the remaining two performance measures, which pertain to school connection.

- 64% of participants reported connected to an adult at school versus 79% in 2017.
- 68% of participants reported connected to a program at their school versus 75% in 2017.

Over the last several years, staff has seen a reduction in proposals submitted that involve agency partnership with schools and school districts. Anecdotally, staff has heard that the number of summer school opportunities has declined. Consequently, the service categories of summer programs funded by SSIG in recent years have emphasized enrichment and recreation over youth transition from middle school to high school as a context for providing safe and constructive activities and environments for youth during the summer.

Looking Forward

The Department has made progress in developing the administrative infrastructure needed to acquire and assess the BEST Program's impacts on the community. Staff continues to assess ways in which the Department can further evaluate the benefits that the BEST and SSIG programs have on the broader community, including the measures below.

Evaluating Participant-Level Outcomes

To continue improving its evaluation efforts, the Department has begun to transition from the methodology in this initial community-level impact design towards an approach that evaluates

¹¹ For summer 2018, in addition to increasing the grant funds awarded by \$50,000, staff negotiated with agencies to modify their original proposed programs to increase overall participation without a reduction in overall service hours delivered to the community.

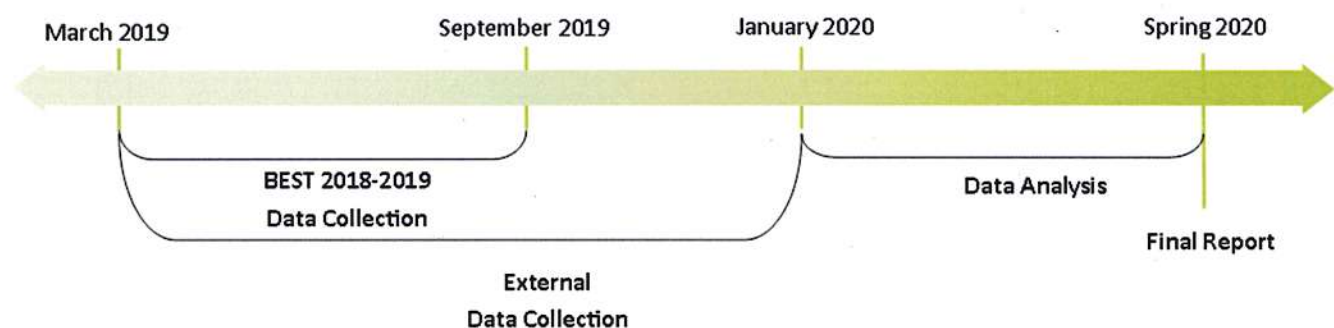
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individual-level outcomes. While the 2017-2018 evaluation design focused on the long-term outcome of crime reduction, there are many intermediate outcomes that the BEST programs focus on, and have been described in the evaluation report. Many of those intermediate outcomes will be used in future iterations of the BEST evaluation. For example, the current BEST Request for Qualifications for 2019-2022 includes a logic model for each Eligible Service Area that identifies Eligible Service Area-specific outcomes. Staff is working with the consultant and the City's Information Technology Department to improve the tools to collect individual data from the grantees. As privacy is a key priority for the City and for participants and their parents, staff and the consultant are working with the City Attorney's Office and an Institutional Review Board to ensure appropriate consent is obtained before collecting individual-level data. With these steps in process (as shown in Figure 4, below), staff expects that the next evaluation report will be published in June of 2020, which will incorporate a sample set of participant-specific data shared and gathered during BEST Cycle 28. This smaller study will lay the groundwork for an evaluation of a larger sample of participants that will commence in the fall of 2019 for the subsequent BEST Cycle 29 (2019-2020).

Figure 4: BEST Cycle 28 (2018-2019) Evaluation Report Timeline



Developing Data-Sharing Agreements

Staff continues to work towards developing and formalizing data-sharing agreements. Presently, the Department is working with the Library Department and Santa Clara County Office of Education to develop data-sharing agreements for the use of the DataZone, which aggregates school-based data for many of the Santa Clara County school districts. Staff has also begun data-sharing discussions with the East Side Union High School District, the Santa Clara County Probation Department, and the Santa Clara County Department of Public Health.

Considering Comprehensive Task Force Evaluations

Beyond improving the evaluation design for BEST, the Department is also considering the recommendations that SPR made for a prospective evaluation of Youth Intervention Services and the Task Force in its entirety. Should the Department opt to move in this direction, this annual report would evolve to include a comprehensive report on the Task Force. The Department will

continue to explore options as it seeks to identify and administer more holistic evaluation methodologies and systems that involve data-sharing among non-profit organizations, public agencies, and school district partners.

Developing In-House Evaluation Systems and Tools

In addition to evaluation designs provided by SPR, the Department is also conducting its own research to improve the distribution of BEST funding for services provided in communities that need them the most. This year, the Department hired a Stanford Community Impact Fellow who is developing a prototype predictive needs analysis map for youth violence and gang-related risk factors in San José. This interactive map, which is still in development, helps identify where the highest needs for services are in San José by using the risk factors defined by the U.S.

Department of Justice Office of Juvenile Justice and Delinquency Prevention (OJJDP) and combining San José Police Department data, MySanJose and SJClean graffiti data, census data, public health data, and other data sources.

The Department expects to continue to iterate and enhance this predictive tool as it explores ways of using administrative data and analysis to ensure services are delivered in the most effective way possible. For example, this spring the Department will incorporate the prototype predictive needs analysis map into the Hot Spot development process when collecting input from the Task Force's Community Crisis Intervention Team and the San Jose Police Department's Police Division Captains. The aim is for this to drive better decision-making and provide another tool to use in determining the best allocation of scarce City resources.

EVALUATION AND FOLLOW-UP

Staff will continue to align its work with the goals of the 2018-2020 Mayor's Gang Prevention Task Force Strategic Work Plan. The Department expects the evaluation of the 2018-2019 BEST program year and the 2019 SSIG Program to be reported on in Winter/Spring 2020.

PUBLIC OUTREACH

This memorandum will be posted on the Public Safety, Finance, and Strategic Support Committee Agenda website for the April 18, 2019 Committee Meeting.

COORDINATION

This report was prepared in coordination with the City Manager's Budget Office and the City Attorney's Office.

PUBLIC SAFETY, FINANCE, AND STRATEGIC SUPPORT COMMITTEE

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/s/

JON CICIRELLI

Acting Director of Parks,

Recreation and Neighborhood Services

For questions, please contact Neil Rufino, Deputy Director, at (408) 535-3576.

Attachment A: Mayor's Gang Prevention Task Force Target Population Profiles

Attachment B: 2016-2019 BEST Qualified Service Provider List by Eligible Service Area

Attachment C: Timeline For BEST Program Evaluation Strategy Changes

Attachment D: 2018 Safe Summer Initiative Grant Funded Agencies

Attachment E: 2017-2018 Hot Spot Areas by Police Division

ATTACHMENT A

MAYOR'S GANG PREVENTION TASK FORCE TARGET POPULATION PROFILES

At-Risk: This category may be distinguished from other at-risk youth in that they are residing in a high-risk community (Hot Spot areas, low socio-economic) and have some of the following gang risk characteristics.

1. Has a high potential to exhibit high-risk gang behaviors.
2. Has not had any personal contact with juvenile justice system.
3. Exhibits early signs of school-related academic, attendance and/or behavior problems.
4. Has periodic family crises and/or is a child welfare case.
5. Is low-income and/or lives in overcrowded living conditions.
6. Knows some neighborhood gang members but does not associate with them.
7. Is beginning to experiment with drug/alcohol use.

High-Risk: This category may be distinguished from the "at-risk" population based on the level of intensity of the following additional characteristics.

1. Admires aspects of gang lifestyle characteristics.
2. Views gang member as "living an adventure."
3. Lives in gang "turf" area where the gang presence is visible.
4. Has experienced or participated in gang intimidation type of behaviors or has witnessed violent gang acts.
5. Feels unsafe being alone in neighborhood.
6. Has family members who have lived or are living a juvenile delinquent, criminal and/or gang lifestyle.
7. Has had several contacts with the juvenile justice system and law enforcement.
8. Does not see the future as providing for him/her; has a perspective of "you have to take what you can get."
9. Casually and occasionally associates with youth exhibiting gang characteristics.
10. Has a high rate of school absences, and experiences school failure and disciplinary problems.
11. Uses free time after school to "hang out" and does not participate in sports, hobbies or work.
12. Is suspicious and hostile toward others who are not in his/her close circle of friends.
13. Does not value other people's property.
14. Believes and follows his/her own code of conduct, not the rules of society.
15. Only follows advice of friends; does not trust anyone other than friends.
16. Uses alcohol and illegal drugs.
17. Has had numerous fights and sees violence as a primary way to settle disagreements and maintain respect.
18. May have been placed in an alternative home or living arrangement for a period.
19. Does not have personal goals/desires that take precedence over gang impacted youth groups.

ATTACHMENT A (Continued)

Gang-Impacted: Youth exhibiting high-risk behaviors related to gang lifestyles.

1. Has had several contacts with the juvenile justice system and law enforcement. Has likely spent time in juvenile hall. Has had a probation officer and/or may have participated in delinquency diversion program.
2. Has had numerous fights, and views violence as primary way to intimidate, settle disagreements and maintain respect.
3. May claim a turf or group identity with gang characteristics, but still values independence from gang membership.
4. Personally knows and hangs out with identified gang members.
5. Considers many gang-related activities socially acceptable.
6. Feels he/she has a lot in common with gang characteristics.
7. Views gang involvement as an alternative source for power, money and prestige.
8. Wears gang style clothing and/or gang colors/symbols.
9. Promotes the use of gang cultural expressions and terminology.
10. Identifies with a gang-related affiliation and/or turf, but has not officially joined a gang. Is ready to join a gang.
11. Does not seek employment, and regards "underground economy" as a viable option.
12. Probably has gang-related tattoos.
13. Has drawing of gang insignia or symbols on notebook/book covers, other personal items.

Gang-Intentional: This category is distinguished from all other categories in that youth must be identified and/or arrested for gang-related incidents or acts of gang violence through the justice system (Police, DA, Probation, etc.).

1. May have been identified or certified as a gang member by law enforcement agencies.
2. Associates almost exclusively with gang members to the exclusion of family and former friends.
3. Views intimidation and physical violence as the way to increase personal power, prestige and rank in gang. He/she is active in "gang banging."
4. Regularly uses/abuses alcohol and other drugs.
5. Self identifies as a gang member.
6. Has spent time in juvenile hall, juvenile camp or California Youth Authority.
7. Regularly deals with gang rival and allied gang business.
8. Has gang-related tattoos.
9. Identifies specific individuals or groups as enemies.
10. Is engaged in the gang lifestyle.
11. Rejects anyone or any value system, other than that of the gang.
12. Believes that the gang, its members, and/or his/her family live for or will die for the gang. Has fully submerged his/her personal goals and identity in the collective identity and goals of the gang.

ATTACHMENT B

2016-2019 BEST QUALIFIED SERVICE PROVIDER LIST BY ELIGIBLE SERVICE AREA

Eligible Service Area #1: Personal Transformation through Cognitive Behavior Intervention Change and Life Skills Education

- Alum Rock Counseling Center, Inc.
- Bay Area Tutoring Association
- Bill Wilson Center
- Boys and Girls Club of Silicon Valley
- Breathe California of the Bay Area
- California Alliance of African American Educators
- Catholic Charities of Santa Clara County
- ConXión to Community dba Center for Training and Careers
- Emotional Awareness Institute
- Empowering Our Community for Success
- Fresh Lifelines for Youth
- Girl Scouts of Northern California
- Lighthouse of Hope Counseling Center, Inc.
- Movimiento de Arte y Cultura Latino Americana
- Planned Parenthood Mar Monte Inc.
- Project Access
- San Jose Jazz
- Teen Success, Inc.
- The Art of Yoga Project
- The Firehouse Community Development Corporation
- The Tenacious Group
- Ujima Adult and Family Services
- Unity Care Group, Inc.
- Uplift Family Services (formerly FamiliesFirst, Inc.)

Eligible Service Area #2: Street Outreach Intervention Services

- Catholic Charities of Santa Clara County
- Midtown Family Services
- New Hope for Youth
- Professional Youth Institute
- The Firehouse Community Development Corporation

ATTACHMENT B (Continued)

Eligible Service Area #3: Substance Abuse Prevention and Intervention

- Asian American Recovery Services, Inc.
- Catholic Charities of Santa Clara County
- Emotional Awareness Institute
- Fresh Lifelines for Youth
- Uplift Family Services (formerly FamiliesFirst, Inc.)

Eligible Service Area #4: Vocational/Job Training Services

- Bill Wilson Center
- ConXion to Community dba Center for Training and Careers
- San José Conservation Corps and Charter School

Eligible Service Area #5: Parent Awareness/Training & Family Support

- Bay Area Tutoring Association
- Breakout Prison Outreach dba California Youth Outreach
- Catholic Charities of Santa Clara County
- Emotional Awareness Institute
- Caminar (Family and Children Services)
- From the Streets to the Grave
- Happy House
- Hispanic Foundation of Silicon Valley
- Lighthouse of Hope Counseling Center, Inc.
- Moving Mountains
- Project Access
- Sunday Friends Foundation
- The Firehouse Community Development Corporation
- Uplift Family Services (formerly FamiliesFirst, Inc.)
- YMCA/Project Cornerstone

Eligible Service Area #6: Case Management Services

- Alum Rock Counseling Center, Inc.
- Bay Area Tutoring Association
- Bill Wilson Center
- Catholic Charities of Santa Clara County
- Fresh Lifelines for Youth
- Midtown Family Services
- New Hope for Youth
- Project Access
- Teen Success, Inc.
- The Firehouse Community Development Corporation

ATTACHMENT B (Continued)

Eligible Service Area #6: Case Management Services

- Ujima Adult and Family Services
- Uplift Family Services (formerly Families First, Inc)

ATTACHMENT C

TIMELINE FOR BEST PROGRAM EVALUATION STRATEGY CHANGES

PSFSS Report Date (Program Year)	Evaluation Report Milestones and Iterations
March 2016 (2014-2015)	<ul style="list-style-type: none">• Staff directed to incorporate “direct impact” data into BEST Evaluation
March 2017 (2015-2016)	<ul style="list-style-type: none">• Developed Evaluation Consultant RFQ• Established a pool of qualified consultants; began selection process for BEST Program Evaluation Consultant
May 2018 (2016-2017)	<ul style="list-style-type: none">• Maintained traditional evaluation design for 2016-2017 BEST Program Cycle• Selected Social Policy Research Associates (SPR) on the basis of proposed “Quasi-Experimental” evaluation design (including Implementation and Impact Studies)
April 2019 (2017-2018)	<ul style="list-style-type: none">• Staff negotiated and finalized evaluation design with SPR• SPR conducted 8-year retrospective Implementation Study to assess administrative effectiveness and BEST Program alignment with Task Force strategic objectives• SPR conducted Impact study using SJPd data available for the same 8-year period
June 2020 (2018-2019)	<ul style="list-style-type: none">• Work with the City Attorney’s Office and Information Technology Department to develop and validate administrative policies and procedures to be used in collecting/using individual participant data and ensuring participant privacy• SPR to conduct BEST Program outcomes study using available administrative data sources in conjunction with a sample of BEST participant-level data
June 2021 (2019-2020)	<ul style="list-style-type: none">• Continue to pursue additional data-sharing agreements with Santa Clara County Office of Education and other partners, to assess BEST Program impacts on participant outcomes• Consultant to conduct BEST Program outcomes study using available administrative data sources in conjunction with expanded set of BEST participant-level data.

ATTACHMENT D

2018 SAFE SUMMER INITIATIVE GRANT FUNDED AGENCIES

1. ALearn Silicon Valley Education Foundation
2. Alum Rock Counseling Center, Inc.
3. Alum Rock Educational Foundation
4. Amigos De Guadalupe: Center for Justice and Empowerment
5. Bill Wilson Center
6. Boys & Girls Clubs of Silicon Valley
7. Breakthrough Silicon Valley
8. Californians for Justice Education Fund
9. CamCamp
10. Caminar (Family and Children Services)
11. Catholic Charities of Santa Clara County
12. ConXión to Community (dba Center for Training and Careers)
13. Chains Broken
14. Empowering Our Community for Success
15. Foothill Health Center
16. Fresh Lifelines for Youth
17. Girl Scouts of Northern California
18. Lighthouse of Hope Counseling Center, Inc.
19. Midtown Family Services
20. Movimiento de Arte y Cultura Latino Americana
21. New Hope for Youth
22. Opening Doors 2020
23. Positive Alternative Recreation Teambuilding Impacting Program (P.A.R.T.I.)
24. Professional Youth Institute
25. Project Access, Inc.
26. Sacred Heart Community Service
27. San Jose Children's Discovery Museum
28. San Jose Grail Family Services
29. San Jose Jazz
30. Santa Maria Urban Ministry
31. School of Arts and Culture at Mexican Heritage Plaza
32. Silicon Valley Bicycle Coalition
33. Silicon Valley Urban Debate League
34. Somos Mayfair, Inc.
35. South Bay Teen Challenge
36. Sunrise Middle School
37. The Firehouse Community Development Corporation
38. The Tenacious Group
39. The Unity Care Group
40. Third Street Community Center
41. Vietnamese American Round Table

ATTACHMENT E

2017-2018 HOT SPOT AREAS BY POLICE DIVISION

BEST-funded services in "Hot Spot" areas are delivered within the four police divisions of the City (Foothill, Southern, Western, and Central). While services are provided throughout each division, there continues to be a greater emphasis on placing services in areas specifically identified as "Hot Spots," as approved by the Mayor's Gang Prevention Task Force Policy Team (April 27, 2017).

FOOTHILL DIVISION

1. Capitol Park—Bambi Ln./Capitol Expressway/Story Rd./S. Jackson Ave.
2. Valley Palms and San José Apt. Area— Lanai Rd./Tully Rd/Cunningham/Midfield Ave.
3. Kollmar Area-Story Rd./Capital Ave./McGinness Ave./Murtha Dr./Capital Ave.
4. Overfelt Area—Tully Rd./Ocala Ave ./King Rd./Hillview Airport
5. Poco Way—Sunset Ave./Story Rd./King Rd./HWY 680
6. Mayfair Area—McCreery/E. San Antonio St./HWY 280/N. Jackson Ave.
7. Emerging Hot Spot: Overfelt Gardens—Educational Park Dr./McKee Rd.
8. Emerging Hot Spot: Meadowfair

SOUTHERN DIVISION

1. Round Table/Great Oaks—War Admiral Ave./Great Oaks Dr./Monterey Hwy/Edenvue Dr.
2. Hoffman/Via Monte—Blossom Hill Rd./Gallup Dr./Almaden Expressway/Croydon Ave.
3. Seven Trees—Senter Rd./Cas Dr./E. Capital
4. Farm Dr./Dakan Ct.—Farm Dr./Dow Dr./Hillsdale Ave/Pearl Ave.

WESTERN DIVISION

1. Washington Area—Grant St./Duane St./2nd St./Goodyear St./Palm St.
2. Santee/Audubon—Story Rd./Crucero Dr./Bacchus Dr./McLaughlin Ave.
3. Cadillac/Winchester—Payne Ave./Winchester Blvd./Hamilton Ave./Eden Ave.
4. Fruitdale Ave.—S. Bascom Ave./Kingman Ave./Menker Ave./Fruitdale Ave.

CENTRAL DIVISION

1. Roosevelt Park Area— McKee Rd./Story Rd./E. Santa Clara/Coyote Creek
2. Jeanne Ave. Area—Jeanne Ave./22nd St./William St./McLaughlin Ave.
3. 10th and Williams. —E. William St./ Margaret St./7th St.
4. Backesto Park Area—Jackson St./Story Rd./Empire St./12th St.