

California Violence
Intervention and
Prevention (CaVIP)
Grant Program
Cohort 3

Local
Evaluation
Report (LER)

Greenfield, CA

Prepared for: Board of Community
Corrections (BSCC)
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Project and Evaluation Background

Greenfield is a small rural community located in South Monterey County. It is one of four cities in the heart of the agricultural Salinas Valley corridor which is comprised of a 31-mile expanse. The city is home to 17,500 people, comprising 27% of the total population in the Valley. 92% of the people living in the city are Latino-primarily of Mexican and Indigenous descent (from Oaxaca, Mexico), 85% of households speak a language other than English, predominantly Spanish, Mixteco, Zapoteco, and Triqui (Indigenous languages of Oaxaca). According to published estimates, there is approximately 7,500-10,000 indigenous people living in the region. Language barriers exist however over the last decade, city and community-based organizations have increased language interpreters in the delivery of community services. Greenfield is a relatively young city with 36% of its population under the age of 18. Greenfield High School is governed by the South Monterey County Joint Union High School District, a district that oversees the high schools for the neighboring city, King City, a key partner in the region advancing youth and community safety.

Greenfield is home to many agricultural workers supporting and contributing to the over \$400 billion agricultural industry in Monterey County. Yet despite the significant economic contribution, approximately 25% of the residents live below the poverty level. The County of Monterey Health Department identified South Monterey County as the county's most challenging social indicator that contributes to higher unemployment rates, severe overcrowding, and a high percentage of children participate in free and reduced lunch programs. Truancy rates for students in South Monterey County Joint Union High School District, the governing agency for Greenfield High School, is 13% higher than the average rate in the County of Monterey. Research shows that these socio-economic indicators contribute to community safety. A growing body of research shows that the better and more cost-effective way to stop the cradle to prison pipeline, primarily affecting communities of color, is to address factors at the beginning of the pipeline, including forming strong partnerships. This theory is further supported by an economic report highlighting the correlation between educational attainment and arrest and incarceration. U.S. Bureau of Justice found that 56% of federal inmates and 67% of inmates in state prison, and 67% of inmates in local jails did not complete high school.

In the County of Monterey, the cradle to career pipeline estimates that only 4,000 students of the 7,000 who enrolled in kindergarten will graduate from High School. There are efforts underway to address and improve academic outcomes. In Greenfield, data from the local High School shows that there is room for improving school climate, particularly as it relates to safety and violence, a key factor for achieving academic success. The California Health Kids Survey for Greenfield High shows alarming safety data. Research shows that exposure to violence at schools is associated with negative outcomes including depression, substance use and violent behavior. The table below shows that 1.9% of 9th grade students at Greenfield High carry a gun to school four or more times.

Carrying a Gun at School, by Grade Level: 2015-2017

South Monterey County Joint Union High

Grade Level	0 Times	1 Time	2 to 3 Times	4 or More Times
7th Grade	N/A	N/A	N/A	N/A
9th Grade	95.1%	2.3%	0.7%	1.9%
11th Grade	96.0%	1.0%	1.0%	2.0%
Non-Traditional	94.1%	0.0%	5.9%	0.0%

This is higher than the state’s average of 0.7% for students in the same grade. Similarly, the 2% of 11th graders who carry a gun to school four or more times is higher than the state’s average of 0.9% of students who do the same. Working to improve school safety and educational attainment can help curb the number of youths, primarily of color who get caught up in the juvenile justice system. Trends in national disparity gaps, 1997-2013, indicate that by far the greatest disparity gap for Latino youth occurs in placement to local facilities. Latino youth were 3.3 times as likely as White youth to be committed to a local facility in 2013^{xii} and 2.4 times in 2015. Currently in Monterey County, Latino youth represented 76% of all booking into detention facilities. While specific numbers are not available for youth in Greenfield, educational data helps inform the coordinated response to work upstream to prevent and reduce the disproportionate number of Latino youth engaged in the justice system. This is how community safety can be achieved.

The Department of Education has maintained that suspension and expulsion can influence many adverse outcomes across development for students. According to their report, students who are expelled or suspended are as much as ten times more likely to drop out of high school, experience academic failure, hold negative school attitudes, and face incarceration than those who are not.

Research about adolescent behavior shows that most youth who engage in delinquent conduct is amenable to change. The goal of these youth is to help transform their lives and move towards healing to divert away from further contact with the justice system. Given Greenfield’s geographic remote location, there are current gaps in the propriety database to support youth on Probation. Provision of services by community-based organizations for this target population is non-existent in the City, leaving youth without opportunities for pro-social development and propriety database to culturally responsive interventions. Research shows that propriety database to these services and supports aids youth in completing their conditions of Probation in a timelier and enrichment-filled manner.

Due to the high percentage of youth in the community, youth violence deterrence has been a central focus of the City’s effort to curb overall community violence. The city launched this effort shortly after the city and region’s most violent period. From 2012-2017, Greenfield was the leading city

2012-2014 Violent Crime Data for the Four Cities				
City	Murders	Attempted Murders	Assaults with Deadly Weapons	City Population Size
Gonzales	0	3	56	8,357
Soledad	5	18	38	15,300
Greenfield	10	4	56	16,870
King City	8	39	7	13,417

in the Salinas Valley with the highest number of murders. City administrators inclusive of the Chief of Police and City Manager, in partnership with local educational leaders, community leaders, and neighboring cities launched efforts to curb the senseless violence. Since a vast

percentage of Greenfield's population is under the age of 18, the city was committed to diverting youth from criminal activity through the bolstering of prevention and pre-diversion services. To further advance efforts in helping youth succeed in school, stay away from crime so that they can thrive, the city is requesting funds to provide supports and interventions for identified youth at risk of justice involvement.

Currently the Greenfield Police Department refers youth with their first non-violent offense to the Road to Success Diversion Program offered by Sun Street Centers, a community-based organization with a long history of supporting communities in the region. Components of the current program include the following: youth and family case management, pro-social activities, goal setting and community services. Utilizing the Botvin's LifeSkills Training, an evidenced based practice endorsed by the Office of Juvenile Justice and Delinquency Prevention (OJJDP), youth and their families participate in a three to six-month program. Parents and caregivers specifically engage in an eight-week parenting program utilizing LifeSkills curriculum designed specifically for parents and caregivers. The focus is on strengthening the relationship between parents and their children. Upon successful completion of the program, a family graduation ceremony is held. The new proposed program, **Road to Success PLUS** will keep the services of the existing program described above and add substance abuse services to the menu of services. Two new referral sources will be included: students at risk of suspension or expulsion referred by school-based SRO and school administrators and youth on probation who live in Greenfield.

All participants must meet the basic requirements outlined in their individualized case plan. Every case plan includes community service hours, pro-social hours, an eight-week Life Skills Training Program for themselves and their parent. In addition to a self-assessment at intake, staff conducts a 42-question inquiry form that addresses past and prior drug use, education, family history, and social support. For those youth who have clinical needs beyond the program's scope, a soft referral is made to the appropriate agency for further assessment.

The benefits of the enhanced Road to Success PLUS Program revolve around the ability to reach more families. The program requirements and delivery model around law enforcement referrals remain the baseline for services. Services for Probation referrals are determined in collaboration with the Probation Officer and Sun Street Center, as many of these youth have already been assigned community service hours and parenting classes through the Juvenile Court. Services offered to school-based referrals are determined on school disciplinary actions and collaborations between the Administration and Sun Street Centers.

The target population for this project reflects the local demographics within the ages of 13-17. Determined by their risk level and personal risk factors associated with entering the juvenile justice system, 12-year-olds who fit the program criteria may be accepted on a case-by-case basis. Both male and female youth are served.

The expansion of the Road to Success PLUS Program allows for intervention at three distinct levels:

1. School referrals- youth who are at risk of continued suspensions, expulsion, or police involvement for on-campus behavior (intervention)
2. Law Enforcement referrals- youth have no prior citations and encountering law

enforcement for the first time (Pre-Diversion)

3. Probation referrals- youth who are already involved in the Juvenile Justice System who would benefit from Life Skills Training and substance abuse education in hopes to reduce recidivism (current JJS involvement)

Eligibility is determined by meeting the age requirement, living in the designated City, and committing a misdemeanor crime. Unlike the original program developed in 2015, the Road to Success PLUS allows for the inclusion of youth at risk of police involvement (intervention phase) and those who have already infiltrated the Juvenile Justice System. It is at the discretion of the referring party to determine if the youth and family would be open to participation and the program’s benefits. Participation is voluntary for the youth and their parent; with the knowledge, Program Staff will share their decision with the referring party along with the possibility of legal consequences.

A youth’s individualized case plan determines services and interventions. All case plans have the basic expectation of service hours, pro-social hours, Life Skills Training, and parenting classes. At intake, the family agrees to an outside assessment if their need is beyond the program’s scope. After supervisor consultation, youth will be referred for mental health services or substance abuse counseling at the location nearest their home; telehealth services are requested from those agencies that offer them. Substance abuse and criminal history are asked of the referring party. School referrals are also required to provide grades, school behavior, credit deficits, and attendance. A questionnaire and self-assessment are completed within the first three weeks to determine the need and type of services that would make the youth successful. On-going case management and weekly 1:1 meetings with the youth and parent help maintain the services’ effectiveness.

The forecasted timeline for the components and overall projects is as follows:

	Component	Start Date	End Date	End Date	Status
1.	Establish referral protocols for school administrators’ (referral leads), including assigned Probation Officer	10/01/20	12/01/2020	12/01/20	Completed
2.	Hire an additional Case Management Specialist	10/01/20	12/01/2020	12/01/20	Completed
3.	Create program material for schools and Greenfield P.D. referrals	11/01/20	11/20/2020	11/20/20	Completed
4.	Establish roll call schedule with Greenfield P.D. and referral process for students	11/01/20	11/20/2020	11/20/20	Completed
5.	Establish a menu of services for students and first offenders	11/01/20	11/20/2020	11/20/20	Completed
6.	Establish data tracking sheet/outcome data entry and post-completion contact process	11/01/20	11/20/2020	11/20/20	Completed
7.	Engage Probation lead in process for referring youth on Probation to program	01/01/21	05/01/2022	05/01/22	Completed
8.	Begin Service Provision for Intervention and Pre-Diversion Service	01/01/21	06/30/2023	06/30/23	Completed
9.	Begin Service Provision for youth on Probation	07/01/21	06/30/2023	06/30/23	Completed
10.	Enhance service capabilities to meet the needs of the Year 2 target	01/01/21	06/30/2023	06/30/23	Completed

Based on the goals and objectives outlined in the submitted work plan, the evaluation intends to address the following questions regarding recidivism within groups at various stages of the justice system that receive services:

1. What percentage of school referred youth can avoid expulsion and remain out of the Juvenile Justice System for a minimum of 12 months beyond the exit of services?
2. What percentage of first-time offenders can remain out of the Juvenile Justice System for a minimum of 12 months beyond the exit of services?
3. What percentage of Probation referred youth can refrain from re-offending for a minimum of 12 months beyond the exit of services?

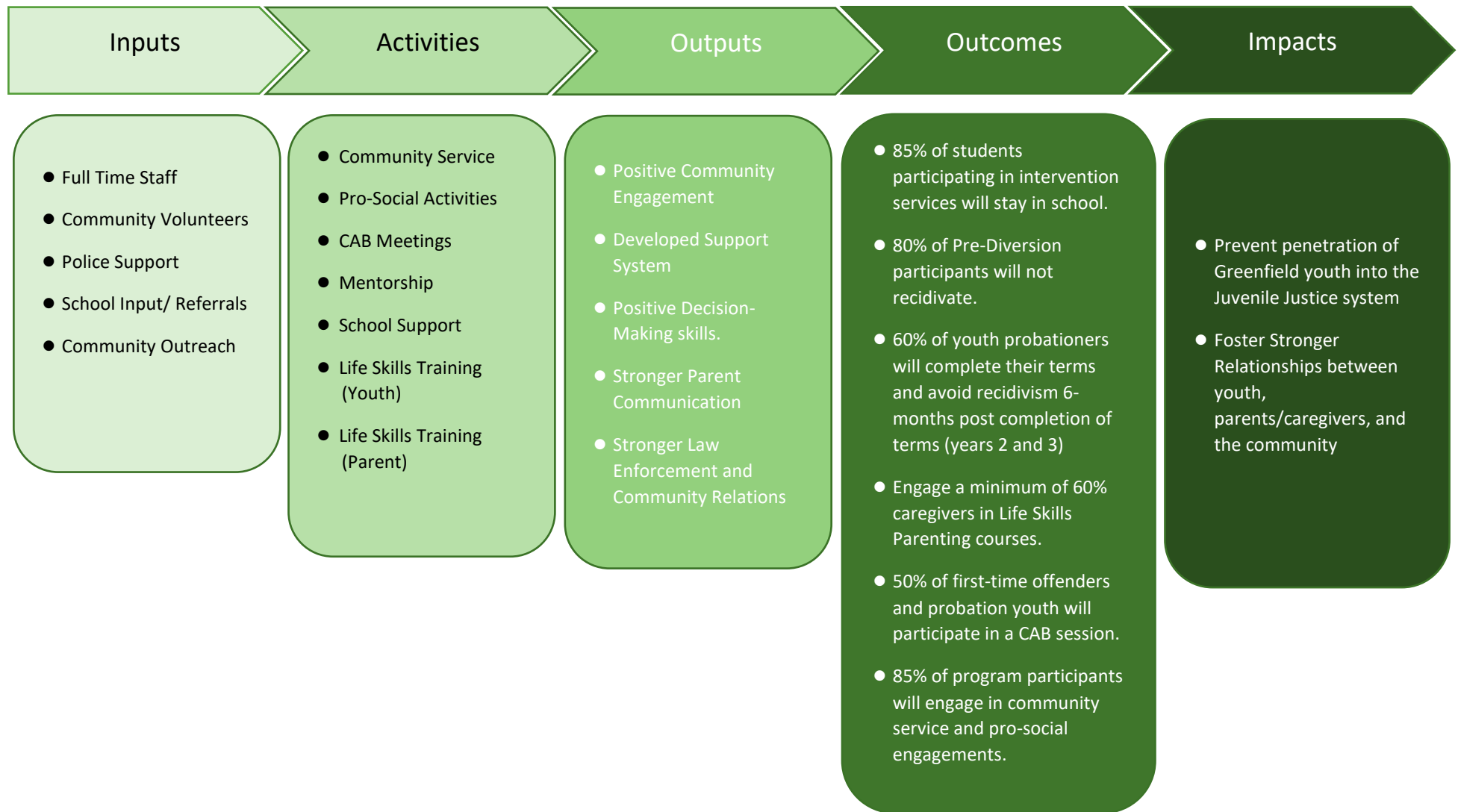
The primary outcome of interest is the decreased level of recidivism per youth at each stage served. Focusing on Life Skills, youth accountability, and positive replacement activities, the primary individual outcomes described above align with the goals/objectives in the work plan.

The purpose of the project is to determine how services involving education, family and community involvement can impact the percentage of youth who enter or recidivate into the juvenile justice system.

The goal at the end of the project is to answer the following questions:

1. Can a Cognitive Behavioral Therapy (CBT) approach, help avoid crimes first-time youth offenders or decrease the number of probation violations by youth already involved in the Juvenile Justice System?
2. In addition to a CBT approach, can educating both youth and guardian on substance abuse, life skills, and communication decrease the likelihood a youth enters or recidivates?
3. How have service delivery methods changes as the pandemic restrictions increase and decrease?

Project Logic Model



Process Evaluation Method and Design

The purpose of the project is to determine how services involving education, family and community involvement can impact the percentage of youth who enter or recidivate into the juvenile justice system. The goal at the end of the project is to answer the following questions:

1. Can a Cognitive Behavioral Therapy (CBT) approach, help avoid crimes first-time youth offenders or decrease the number of probation violations by youth already involved in the Juvenile Justice System?
2. In addition to a CBT approach, can educating both youth and guardian on substance abuse, life skills, and communication decrease the likelihood a youth enters or recidivates?
3. How have service delivery methods changes as the pandemic restrictions increase and decrease?

The typical sequence and duration of services is to last three to six months. Youth attendance is tracked through sign-in sheets, while community service and pro-social hours are signed by staff at the respective event. Participates' progress and outcomes are tracked and documented via a Microsoft Propriety database managed by Sun Street Centers. Along with demographics, the above-mentioned database also tracks the referring agency, the Penal Code or Ed Code offense, and dates referencing birth, referral date, intake date, and closing date. In response to the Cal VIP grant outline, the database now tracks the youth who have been referred more than once and who the referral party is at each instance. Unless requested more frequently, information is shared quarterly with the grantee.

At the first one-on-one meeting, to assess needs, a youth completes a self-assessment and discusses their history and real-time experiences regarding family, substance abuse, experience with saving money and employment, history of self-harm, and any physical or mental health concerns they may have.

Youth are provided a link to an anonymous pre-survey about their interest in services and a review of services upon exit. Parents are encouraged to complete these anonymous surveys. Sun Street Centers utilizes a propriety database to manage the results. Program implementation will be reviewed monthly agency reports, quarterly reports to the grantee, and annual program evaluations. Based on report analysis, implementation strategies will be modified accordingly to ensure successful outcomes.

The projected implementation was modified such that the inclusion of Probation referrals began in year one rather than year two. The purpose of this adaptation was to reach needy families outside of the Law Enforcement realm as the COVID pandemic limited Law Enforcement referrals.

Data is gathered and collected in a secure propriety database. The database is updated upon receipt of each new referral. Information is assessed monthly through an internal process, analyzed quarterly with the grantee, and evaluated annually via collaboration with the grantee. Anonymous electronic surveys are used throughout the implementation duration.

The project's evaluator will be Christian Geckler of Social Policy Research Associates (SPR). Data will be reviewed at the following intervals:

COMPONENT	METHOD	TIMELINE
LEP/ LER GUIDELINES FINALIZED BY EVALUATOR	Email submission	February 13, 2021
LOCAL EVALUATION PLAN (LEP) DUE	Email submission	March 31, 2021

Q1/Q2 QPR DUE	Data entry on survey.alchemer.com	May 15, 2021
Q3 QPR DUE	Data entry on survey.alchemer.com	August 15, 2021
Q4 QPR DUE	Data entry on survey.alchemer.com	November 15, 2021
Q5 QPR DUE	Data entry on survey.alchemer.com	February 15, 2022
Q6 QPR DUE	Data entry on survey.alchemer.com	May 15, 2023
Q7 QPR DUE	Data entry on survey.alchemer.com	August 15, 2022
Q8 QPR DUE	Data entry on survey.alchemer.com	November 15, 2022
Q9 QPR DUE	Data entry on survey.alchemer.com	February 15, 2023
Q10 QPR DUE	Data entry on survey.alchemer.com	May 15, 2023
Q11 QPR DUE	Data entry on survey.alchemer.com	August 15, 2023
FINAL LOCAL EVALUATION REPORT (LER)	Email submission	December 31, 2023

Outcome (and Impact) Evaluation Method and Design

The following questions will guide the outcome evaluation:

1. What percentage of school referred youth can avoid expulsion and remain out of the Juvenile Justice System for a minimum of 12 months beyond the exit of services?
2. What percentage of first-time offenders can remain out of the Juvenile Justice System for a minimum of 12 months beyond the exit of services?
3. What percentage of Probation referred youth can refrain from re-offending for a minimum of 12 months beyond the exit of services?

At this phase of the project, the following goals have been established:

- 85% of Intervention youth maintain their status in their local school district.
- 80% of Pre-Diversion youth will not recidivate within 12 months of exit.
- 60% of probation youth will not recidivate within 12 months of exit.
- 60% of parents will participate in Life Skills Training for Parents.
- 50% of Probation youth will participate in a Community Accountability Board Meeting (CAB).
- 85% of youth will engage in pro-social and community services hours.

The outcome evaluation is compartmentalized by program design. The Intervention group, the Pre-Diversion group, and the Probation group meet all the exact requirements. However, the possibility exists that the outcomes may differ due to penetration into the Juvenile Justice System and other personal factors. Some factors may include family support, household income, education level, transportation, and access to community activities. Outcomes will be defined and measured on both current and upcoming models of anonymous survey responses and collected data from each jurisdiction provided annually indicating the number of youth who have re-offended in the 12 months after their exit from the program. Baseline data is entered into the proprietary database at intake. A review of the youth's current progress is assessed every 30 days.

There will be a multi-variable analysis to explore the various levels of success. The variables of referral source, parent involvement, and community participation will all be factored in the study. The Intervention, Pre-Diversion, and Probation youth enter at various stages of the juvenile justice system. Therefore, parent availability and access to community and pro-social activities will vary per group. A participant's certificate of completion is distributed when a screenshot is provided indicating "thank you for participating in our survey." A manual follow-up is conducted with the known participants to gather missing information, including the known participants identified as a "non-response." For those whose information remains unaccounted for, the data is reported as "no-response."

For data analysis, a pre-post comparison will be conducted. Each youth and parent are provided an anonymous survey inquiring about their interest in the program and the benefits they hope to receive, in addition to a similar survey asking if they see an improvement in their youth and family communication. A separate pre- and post-survey are conducted for both age groups when they participate in the evidence based Botvin Life Skills curriculum. To address the validity of the results, each participant and parent anonymously conduct surveys. The propriety database manages the multifaceted questionnaire containing both multiple choice and open answer questions.

Timeline and Reporting

The major evaluation components are conducted as follows:

COMPONENT	METHOD	TIMELINE
REFERRAL	Data entry	Within two business days
REFERRAL REVIEW	Criteria review	Within two business days of referral
PARTICIPANT INTAKE	Procedural interview	Within 14 days of referral
PARTICIPANT PROGRESS	Database analysis, case review	Monthly
PROGRAM EVALUATION	Database analysis	Monthly
GOAL/ OBJECTIVE EVALUATION	Database analysis	Quarterly
PROGRAM EVALUATION	Database analysis	Annually
RECIDIVISM RATE	Law Enforcement/ Probation data	Annually

Evaluating data and progress at regular intervals allows for adjustments to the referral process, the implementation of services, and ultimately meeting the goals and objectives outlined in the work plan.

Data reports are created and disseminated among all parties quarterly with the following information collected. The propriety database allows the creation of graphs, charts, and data analysis of the following information:

Last Name	End Date	Primary language
First Name	Status	Referral sequence (first, second, third)
Date of Birth/ age	Referring Party	Community Service Hours/ participation
Referral Date	Parent Participation	Pro-Social Hours/ participation
Intake Date	Ethnicity	

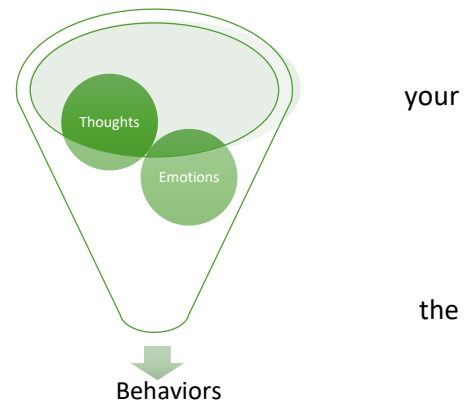
Evaluation Results

Based upon the original structure and goals created at the beginning of the project, the following can be concluded.

Can a Cognitive Behavioral Therapy (CBT) approach, help avoid crimes committed by first-time youth offenders or decrease the number of probation violations by youth already involved in the Juvenile Justice System?

The CBT approach, which focuses on 1) setting goals and 2) taking inventory of things that prevent you from reaching your goals, 3) substituting those things with positive replacement behaviors or thoughts to create a positive outlook on life which then changes thoughts, emotions, and eventually behavior.

Based on project results, 79% of Greenfield youth who were referred for a first-time offense remained out of the juvenile justice system for a minimum of 12 months following the departure of the program. Of the youth who were already under the supervision of Probation Department, 38% of them were able to avoid probation violations within the first twelve months after leaving the program. These results are based on data provided by the Greenfield Police Department and Monterey County Juvenile Probation Department in July 2023.



In addition to a CBT approach, can educating both youth and guardian on substance abuse, life skills, and communication decrease the likelihood a youth enters or recidivates?

By educating both the parents and youth, the family dynamics improved through communication and newly acquired skills. These new competencies create confidence in both parties. Of the 78% of parents served in the program, 68% of youth were engaged in the program and utilized the new opportunities introduced to them. Thus, based on the project data, the impact of educating guardian and youth is hopeful that parent involvement and interest in their youth’s daily lives is a value worth noting.

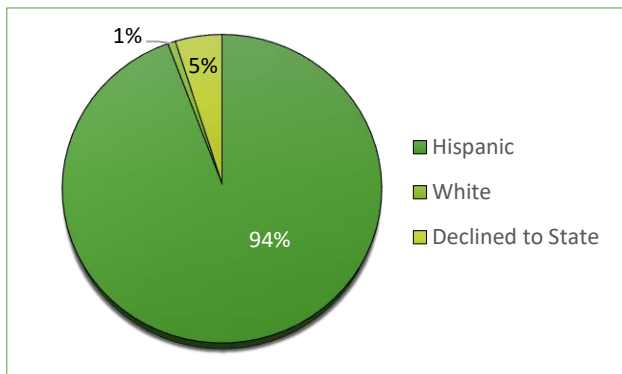
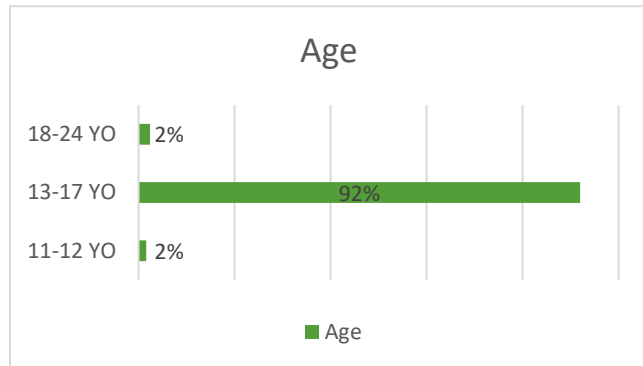
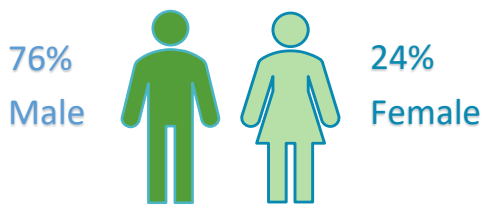
How have service delivery methods changes as the pandemic restrictions increase and decrease?

The delivery of service has changed significantly since the pandemic. The intake process remains the same as pre-pandemic due to the requirement of parent authorization. However, during the pandemic, youth were allowed (with permission) to complete some of their community service hours at home. Those youth who were able to identify duties such as painting fences, reorganizing the garage, or mowing a neighbor’s lawn were allowed to count their time for community service hours. Their pro-social hours were allowed when a youth was able to prove they participate in online classes or build small wooden projects. Once the community crisis was over, such hours were no longer permitted or approved. Post-pandemic, the program embraced the virtual options and now virtual meetings and trainings are offered in addition to the original in-person method.

Demographics

At the end of the project, 123 unduplicated youth were served. South Monterey County Joint Unified School District referred 44%, or 54, of the youth while Greenfield Police Department referred 26%, or 32 youth. Greenfield K-12 and Monterey County Juvenile Probation referred 15% each. With such a high number of youth referrals at the intervention level, 67 students were in danger of being expelled from the district and had no contact with law enforcement resulting in 85% of the youth volunteering to participate. For those who had informal contact with law enforcement as first-time offenders, 41 youth agreed to participate in hopes of having their case dismissed.

At the time of enrollment, 91% of the youth reported living at home with a parent, while the remaining 9% were in custody at the Monterey County Juvenile Hall. The 90 unduplicated youth self-reported the following at intake:



Education Status at enrollment

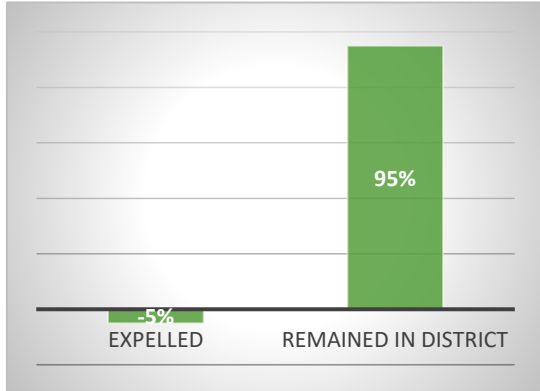
Elementary/ Middle School: 19
 High School: 95
 Not enrolled with some High School: 9
 Not enrolled with a High School diploma: 0



Goal Outcomes:

Goal 1: 95% of Intervention youth maintain their status in their local school district. GOAL NOT MET

Of all the youth who were referred by school administration as part of an early intervention plan, **92%** of the youth were able to avoid expulsion and remain in their local school district. Of the remaining 8%, the youth were directed to attend school elsewhere. Those students



either moved out of Greenfield and enrolled into another school district or were enrolled in Monterey County Office of Education's (MCOE) credit recovery program to work towards their GED. Transportation proved to be the deviation from one option to the other. Parents who had the resources to transport the youth elsewhere, enrolled them in another city's school district. Those parents who did not have the transportation or resources to transport their child, enrolled their child at MCOE where the youth met their instructor for a one-hour, in person

meeting one - two days per week; these parents took time off work to provide transported to their child. As Greenfield lies 35 miles south of the MCOE office, parents either drove 120 minutes round trip or used public transportation for a 2 hour and 30-minute round trip every week to meet with the instructor. Many parents in our program work in the agricultural field and their jobs are unable to accommodate a few hours of vacation, therefore the parents most often lost an entire day's pay.

Goal 2: 80% of Pre-Diversion youth will not recidivate within 12 months of exit. GOAL NOT MET

Based on data provided by the Greenfield Police Department and the Monterey County Juvenile Probation Department, **79%** of youth were successful at not committing a crime within 12 months of leaving the program. During the life of the project, the Greenfield Police Department joined the youth for numerous positive activities that encouraged positive interactions between law enforcement and youth. Officers joined us for park clean-ups, pizza parties, and Santa Cruz Beach Boardwalk, and different officers volunteered as CAB members. The GPD also joined us for college campus tours and helped hand out over 30 brand new iPads to youth who remained out of the juvenile justice system for a minimum of two years. Our collaboration with law enforcement encourages a safe environment for youth to interact with officers at times when stress is not a factor, rather fun happens and respect is earned from both parties. The Road to Success remains committed to working closely with both Departments to support youth and families to be proactive in supporting youth to refrain from substance use and criminal behaviors.

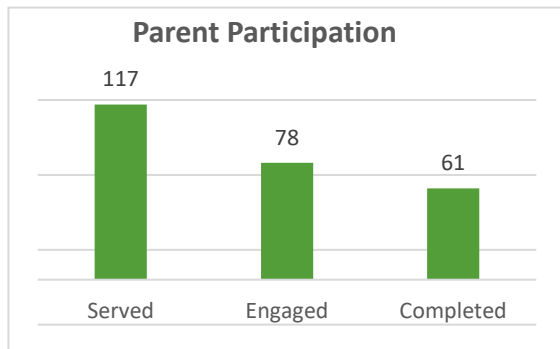
Goal 3: 60% of probation youth will not recidivate within 12 months of exit. *GOAL NOT MET*

For the three years of this project, Greenfield partnered with Monterey County Juvenile Probation to support youth in making better life choices and abstain from criminal behaviors that would progress them into the juvenile justice system. There was an assigned Juvenile Probation Officer to the school districts who partnered with the School Resource Officer provided by the city. With the daily support of the DPO, **38%** of probation referred youth were successful at not committing another crime within twelve months of leaving the Road to Success program. This data was provided by both the Greenfield Police Department and Juvenile Probation.

Goal 4: 60% of parents will participate in Life Skills Training for Parents. *GOAL MET*

Overall, we had a total of **67%** of parents engaged in the Botvin Life Skills Parenting Program. The program itself, is an 8–10-week class and was made available in one-on-one and group settings. Both settings were available in-person and via Zoom.

With the higher-than expected engagement, 78% of those parents who attended classes, completed the parenting program, and earned a certificate of completion. More than one parent/ guardian represented some families. The



17 parents who did not complete the 8–10-week curriculum did not give specific reasons for the incomplete. Regardless of the different teaching environments, the most popular casually stated reasons involved having to miss work or other child/family responsibilities. Regardless of completion, the program sees the engagement of even one class vital to the communication and relationship within the family structure.

Engagement in a few classes provides some feedback and information the parent would have not otherwise received.

Goal 5: 50% of Probation youth will participate in a Community Accountability Board Meeting (CAB). *GOAL NOT MET*

Only **29%** of probation referred youth participated in a Community Accountability Board (CAB) meeting. This population of youth were a challenge to engage and maintain in the program. During the life of the project, there were two different probation officers and two supervisors assigned to the city/ region. The constant staff change proved difficult when youth behaviors required follow through from the probation department.

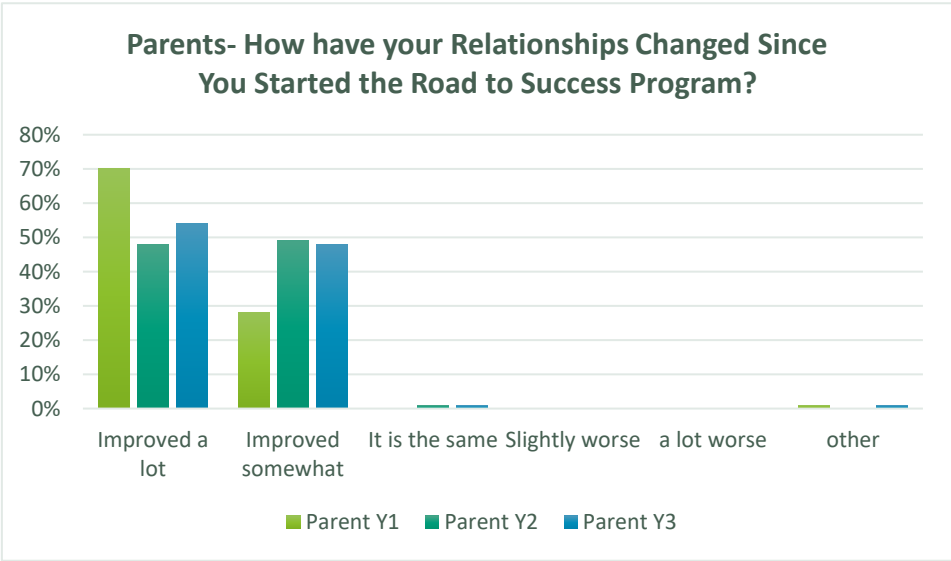
While in place, each probation officer was supportive of the different elements of the Road to Success program and encouraged youth to participate in all components, however when the youth did not participate, there were no repercussions, most often because of the need to regulate case assignments within the department.

Goal 6: 85% of youth will engage in pro-social and community services hours.
GOAL NOT MET

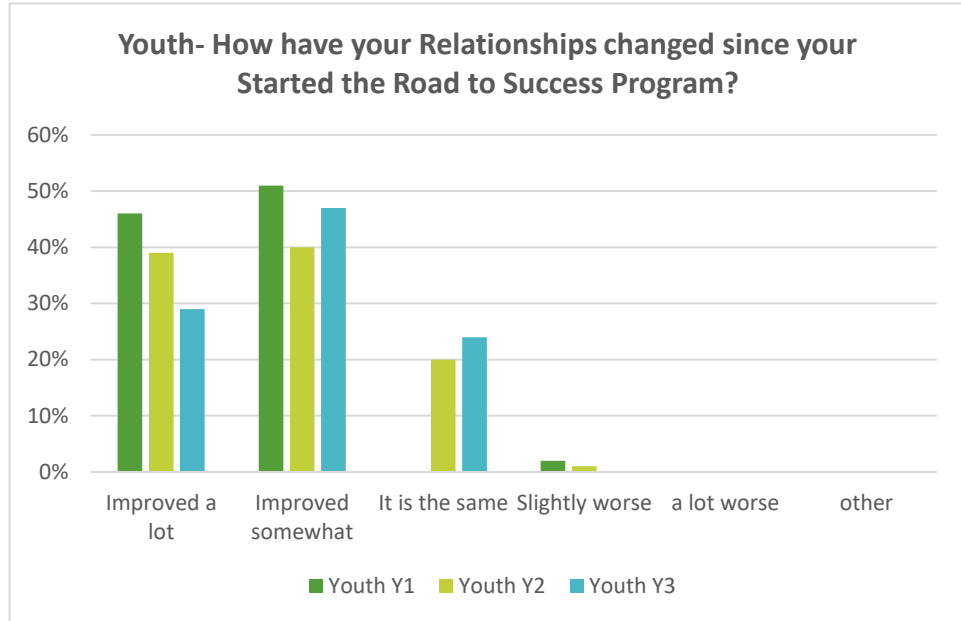
The results of this data can be interpreted as a direct outcome of the change in probation oversight. While 69% of all unduplicated youth participated in community and pro-social hours. The remaining 21% of youth were dismissed for not meeting the requirements of their individualized program; each of the dismissals were a referral from the probation department.

Participant Feedback

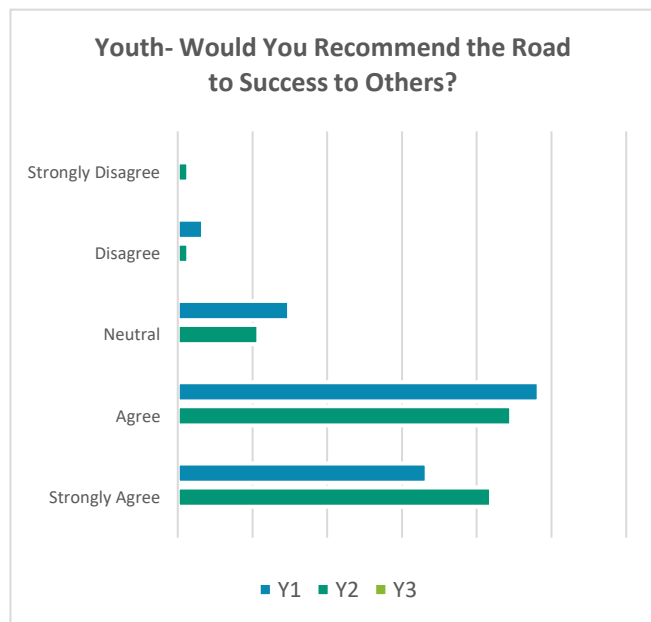
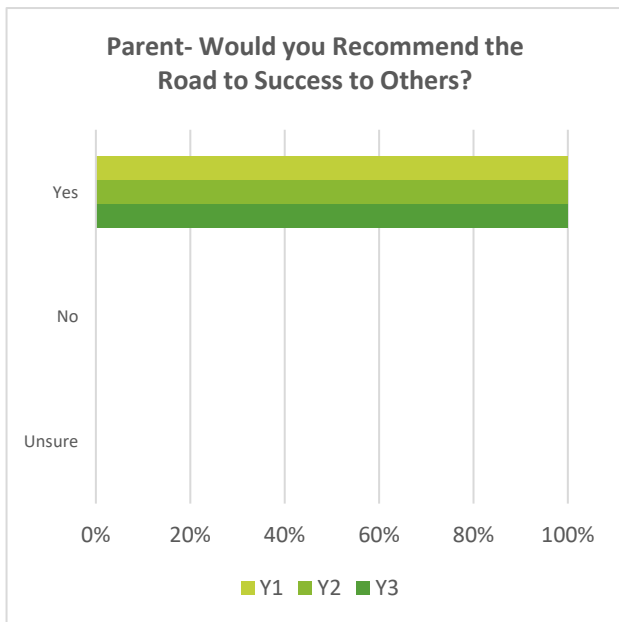
Despite the number of unmet goals, the overall opinion of the project shows that both parents and youth found the program helped improve their close relationships since starting the program.



In addition, youth reported a similar improvement in their relationships with their parents.



Throughout the life of the project, 100% of parents reported they would recommend the program. And, although the percentages were not as high for youth, most of them would recommend the program to their peers.



Grantee Highlights



“For youth in our community who have perhaps been led astray or have found a path that wasn’t the most productive, this program puts them back on the right track. It keeps them accountable but also rewards them for finding the right path. Investing in these kids, in the youth of our community, is critically important, and this is just a unique way to do it.”

- Monterey County District 3 Supervisor, Christopher Lopez.

