



# One Watts' Year 3 (2022-2023) CaVIP Final Evaluation Report: Design, Implementation, Observations, Findings, and Learnings

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## Executive Summary

The Watts Gang Task Force (WGTF) served as the lead agency for the One Watts initiative. Founded in 2005, the WGTF is a nonprofit organization that represents the diversity of Watts and its community organizing talents. Its mission is to reduce gang violence and improve the quality of life of the Watts community.

The One Watts initiative was committed to supporting and uniting the community of Watts with a focus on ameliorating gang violence and transforming the lives of gang-connected individuals. The One Watts initiative (hereafter, OW or “the initiative”) was designed and funded with two goals. The first goal was to increase the employment potential of 300 gang-connected residents of Watts over a three-year period. To achieve this goal, its plan was to serve at least 100 new individuals annually. It would connect a minimum of 50 new program participants to careers that provide a living wage and at least 50 new, already employed program participants to any resources and support they may need. The second goal of the initiative was to focus on the prevention of violence in and adjacent to Watts. In turn, to achieve this goal, OW planned to reduce gang-related, violent incidents by 20% below the 10-year average.

Over the three years of the initiative (2020-2023), it met and exceeded both goals. OW served a total of 331 individuals from October 1, 2020, through July 31, 2023. The Watts community also experienced a decrease in crime over the lifetime of the initiative. These successes came despite a series of challenges that provided important lessons for the WGTF. For the safety and future of Watts, based on the learnings of this evaluation, it is imperative that the WGTF:

- Identify a new fiscal sponsor.
- Identify and secure funding for the ambassadors.
- Budget for an executive director if new funds are secured.
- Advocate for localized funding
- Prioritize the recruitment of new board members.

## Introduction

On August 2, 2023, after two mass shootings that injured nine and claimed two lives near the Imperial Courts and Jordan Downs public housing developments in Watts, and only about a month after the One Watts initiative (hereafter, OW or “the initiative”) had to pause services due to a lack of funding, Los Angeles Mayor Karen Bass made a statement:

*Gun violence in our communities must end, and my thoughts are with the families impacted by these tragedies... Today, I met with the Watts Gang Task Force as they continue to work for peace and de-escalation of violence in the wake of two recent shootings. These recent shootings and homicides are tragic, and through collective action, we will work diligently to ensure our young people and their families feel and are safe. The City will work to ensure the victims and survivors receive the services they need to heal and support community-led efforts to rebuild relationships in the community and increase programming and opportunities for youth in the Watts community.*

Mayor Bass’ meeting with the Watts Gang Task Force (WGTF) comes as no surprise, given how the organization was established by Watts residents with the intent to ensure peace in Watts through community organizing. In 2005, after a violent war between rival gangs in the public housing developments of Jordan Downs and Nickerson Gardens, Watts residents (who established what would become the WGTF) mobilized community members, including those involved with gangs, elected officials, and law enforcement, to secure a ceasefire and truce in the community (WGTF, 2022).

The WGTF’s ability to fund and maintain a decades long gang truce reflects its capacity to influence community outcomes. Research has shown that nonprofit organizations have been effective in their efforts to influence violence and inequality in communities (Crubaugh, 2021; Vargas, 2019). This is particularly true for organizations like the WGTF that can ensure neighborhood social cohesion and establish and advance shared expectations, two factors correlated with reductions in violent crime (Kirk and Matsuda, 2011). Unfortunately, competition for resources and power among nonprofit organizations can result in the exclusion of smaller organizations’ ability to advance their

preferred violence reduction approach. It can also impact small nonprofits' ability to secure funding, as well as represent the multitude of voices and insights of community residents (Vargas, 2019).

The WGTF, while mighty, is a small organization that has historically operated its community violence prevention efforts strictly through its volunteer board. In 2020, the WGTF managed to secure three grants: the State of California's California Violence Intervention and Prevention (CalVIP) grant, a grant from the Ballmer Group—a philanthropic organization, and a one-time grant from the office of Los Angeles City Councilmember Joe Buscaino. These grants provided funding for the WGTF to establish OW.<sup>1</sup> The initiative was designed to address gang violence through community outreach, support services, and employment and training opportunities for gang-involved or gang-affiliated Watts residents aged 18-62, as well as peacemaking programs, including empowerment tables, which were previously called peace tables, and community outreach services, including outreach to gang members, and ambassadors that prevent violence and oversee peace in the community. Unfortunately, the WGTF was forced to pause its work on OW on July 31, 2023, after applying for city and private funds that were awarded to larger organizations serving the Watts community but not established by Watts residents.

The lack of sustainable funding for small, community-rooted efforts like OW is a reality that impacts Watts residents at the deepest levels. At a WGTF meeting on August 21, 2023, during a discussion focused on the recent shootings that had impacted Watts earlier in the month, Watts resident shared their frustration with nonprofit organizations working in their community without roots in Watts. One resident said that *“nonprofits coming and taking money away from the community and not serving the community...*

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<sup>1</sup> The WGTF, as part of meeting the CalVIP requirement to secure matching funds, applied and received two grants: The Buscaino Community grant and the Ballmer Group grant. The Buscaino Community Grants Program was organized by City Councilmember Joe Buscaino's office and awarded grants to nonprofit 501(c)3 organizations with ideas or projects that intended to transform the Watts, Wilmington, Harbor City, Harbor Gateway, or San Pedro communities. The Ballmer Group, a national philanthropic organization, awarded funding to the WGTF because its work aligned with the foundation's mission of improving the economic mobility of children and families.

*[is] frustrating.*" Watts residents suffer when limited resources are distributed to nonprofits without community roots over small, community-rooted organizations. An initiative participant's remarks encapsulate this. They shared, *"I got help [from the initiative], but I'm interested in continuing services, especially a gas card. They [the WGTF] ran out of money."* This participant went on to describe that the end of the initiative and, consequently, the support services it provided, like gas cards, made it hard for them to make the most of the job that they had secured through OW; the rising costs of gas and housing ate up the spending power of their paycheck. The pausing of services by the initiative due to challenges securing funding, including losing grants to large nonprofits without community roots, immediately affected participants' long-term financial well-being and success.

The WGTF's loss of funding to large nonprofits without roots or local leadership in Watts is one of multiple, significant factors that affected OW during the three years that it was evaluated by Leap & Associates. A summary of this and other findings are presented in the final evaluation of OW.<sup>2</sup> This final evaluation report covers findings from the initial construction and implementation of the initiative on October 1, 2020, to the pausing of services due to lack of funding on June 30, 2023 (2020-2023). In this three-year period, OW not only met its goals, but they were also exceeded. The initiative served a total of 331 individuals. The Watts community also experienced a decrease in crime. These successes came despite a series of challenges that provided important lessons for the WGTF.

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<sup>2</sup> With the support of the California Violence Intervention and Prevention (CalVIP) grant, the One Watts initiative participated in a three-year evaluation to assess its strengths, impact, and areas in need of development. This report presents the final process and outcome evaluation findings of the One Watts' evaluation. For copies of earlier reports, contact Dr. Jorja Leap (jleap@leapassociates.net) or Livier Gutierrez (liviergtrz@gmail.com).



## **Contextualizing Watts' Public Housing Developments**

*The One Watts initiative serves the Watts community. Watts is located eight miles south of downtown Los Angeles and occupies approximately 2.1 square miles of land (Johnson, 2013; Los Angeles Times, 2015; Smith, 2009). Within Watts, there are four public housing developments: Imperial Courts, Jordan Downs, Nickerson Gardens, and Gonzaque Village. These public housing developments are a unique and important facet of the community.*

*For context, Watts possesses the largest number of public housing developments in the City of Los Angeles, with Nickerson Gardens being one of the largest not only in Los Angeles but west of the Mississippi (Quicker & Batani-Khalfani, 2022, p. 108). The size and extent of housing developments in Watts can largely be traced to the impact of structural racism. Post World War II, Watts was one of the few communities that provided housing to Black residents as a result of the City of Los Angeles' racial ordinances which severely restricted 95% of Los Angeles' housing from Black individuals and families (Brown et al., 2012; Johnson, 2013; Wilkerson, 2020). In the 1950s, World War II servicemen and their families, as well as the exodus of Black citizens out of the Jim Crow south, created a demand for affordable housing (Quicker & Batani-Khalfani, 2022). This placed Watts at the center of a housing experiment between 1953 and 1955, when the extant housing projects were repurposed from workers' housing and newly constructed housing emerged (DeGraaf, 1970). Given the demand for housing, the housing restrictions, and the concentration of the public housing developments, Watts' public housing units became home to one third of Watts residents by the end of the 1950s (DeGraaf, 1970; Katz, 1987).*

*Watts' housing developments have been associated with deeply engaged community activism and notoriously high levels of gang activity (Brown et al., 2012; Johnson, 2013; Mahoney, 2021; Rice & Lee, n.d.; Smith, 2009). The public housing structures coupled with low-income residents who had limited economic mobility created an environment that provided insularity for gang sets. This also facilitated Watts' gangs being splintered by the housing structures, thus allowing for antagonism among them to fester and grow (Quicker & Batani-Khalfani, 2022).*



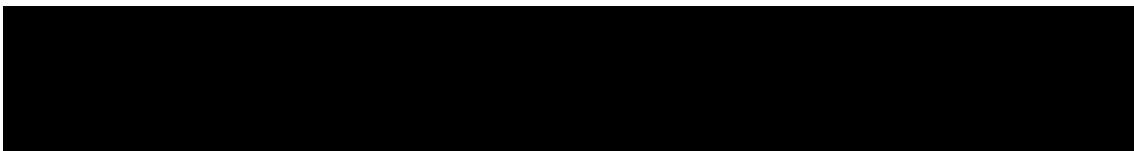
## Project Description

The WGTF served as the lead agency for OW. As described above, the WGTF is a community-led nonprofit organization that represents the diversity of Watts and its community organizing talents. From its inception, the mission has been to reduce gang violence and improve the quality of life for the Watts community. The WGTF was established by Watts' residents with support from the City of Los Angeles Human Relations Commission which also wanted to support its mission of addressing and stemming the impact of rising gang violence. Today, the WGTF engages in strong partnerships with local elected officials including the Mayor of Los Angeles, Los Angeles County Supervisor District 2, Los Angeles City Councilmember District 15, the Los Angeles Police Department (LAPD), the Los Angeles County Sheriff's Department, the Los Angeles Unified School District (LAUSD), local community-based organizations, and – most significantly – Watts' residents. As part of its work, the WGTF convenes these partners once a week in a community meeting to identify and respond to local issues impacting community safety and quality of life.

In 2020, the WGTF secured its first, major multi-year funding when it was awarded the California Violence Intervention and Prevention (CalVIP) grant. This grant allowed the WGTF to advance its mission by diversifying its fund development. The CalVIP required that the WGTF acquire matching funds, which it achieved by securing a grant from the Ballmer Group and a grant from the office of Los Angeles City Councilmember Joe Buscaino. Prior to these awards, the WGTF had been sustained primarily through donations and volunteer support. The CalVIP grant represented a major step in the development of the WGTF, offering the resources, guidance, and opportunities for the WGTF to launch OW. The grant also offered the WGTF the opportunity to participate in a three-year evaluation of the initiative.

## **One Watts**

OW was – and is – committed to supporting and uniting the community of Watts. Two goals guided the initiative. Its first goal was to increase the employment potential of 300 gang-connected residents of Watts over a three-year period. The second goal of the initiative was to focus on the prevention of violence in and adjacent to Watts. To achieve this goal, OW aimed to reduce gang-related, violent incidents by 20% below the 10-year average.



### ***Goals of the One Watts Initiative***

#### ***Goal 1:***

*Increase the employment potential for 150 gang-affiliated Watts residents; help them find careers that provide a living wage; and offer services for an additional 150 gang-affiliated residents who are already employed or connected to financial assistance, both over a three-year period.*

#### ***Goal 2:***

*Reduce violence between gangs located in and adjacent to Watts by 20% below the 10-year average for this area.*

## **Staffing**

Once funds were awarded, the WGTF board members and OW staff were charged with advancing and monitoring the initiative's goals. In the first year of OW, three paid positions staffed the initiative. These original three positions included a program manager, an outreach worker, and a case manager. The program manager position was designed to provide oversight, management, and administrative support to the

initiative. The outreach worker position was designed to support the initiative with community outreach and violence prevention and intervention, which included hosting empowerment tables and mediating conflict. The case manager position was designed to provide intensive employment support services which included connecting participants to employment training programs, job placement, work readiness, education opportunities, and supplementary support services.<sup>3</sup>

In its second year, the initiative hired Watts residents to fill eight new positions. These eight positions included a second outreach worker position, six community ambassador positions, and a program administrator position. The new outreach position was added in response to the need to extend the initiative's reach to different gang "territories" beyond Nickerson Gardens, a territory that was strictly covered by the outreach worker initially hired by the WGTF. The ambassador positions were designed to prevent and intervene in violence and safety issues not limited to gang violence issues; they monitored public spaces and intervened in any matters that could result in violence or safety issues, like conflicts at the gyms or schools.

With an expansion in staff and their capacity to enter more gang territories, the new positions increased the initiative's support for Watts families. The new outreach worker worked with gangs across the four public housing developments in Watts. The ambassadors led violence intervention efforts across Watts with a concentration in the Gonzaque Village, Imperial Courts, and Jordan Downs housing developments, as well as the "One Ways," one-direction streets in the area that are near, but not in, the housing developments. In the third year of the initiative, the ambassadors also ensured that Watts students walked to and from school safely as part of the Safe Passages program. The program administrator position ran the Motivated Mothers group, collaborated on administrative tasks with the program manager, and supported the ambassadors.

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<sup>3</sup> From here onward, these services will be referred to as intensive support services.

Unfortunately, OW contracted as quickly as it expanded. Due to insufficient funding, the initiative had to lay off all its paid staff. As a result, all services were paused as of June 30, 2023. However, the WGTF board remained committed to the work and continued to seek funding from the Mayor's Office.

In the expansion and contraction of staff and services, there has been a consistent body of support for OW: the WGTF volunteer board members. Board members have continued actively fundraising for the initiative even after staff were laid off. While the initiative was in operation, Deborah Riddle supervised OW staff, and Donny Joubert and Pastor Michael Cummings worked closely with the outreach workers and ambassadors.

## **Programs**

The initiative provided Watts residents with multiple services. In its third year, program components included:

- Community outreach to engage gang-involved and gang-associated members;
- Case management to ensure that program participants' needs were identified and addressed;
- Empowerment tables (also known as "peace-building tables") or community gatherings to ensure peace between rivaling gangs,<sup>4</sup>
- Employment training;
- Job placement;
- Work readiness;
- Provision of supplementary support services (e.g., paying for tuition, support with housing, tools for a job, transportation);
- The ambassador program; and
- Fathers on the Move and Motivated Mothers, peer-led parenting support groups.

The initiatives' programs all aimed to ameliorate and end violence by providing social support and resources to Watts residents.

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<sup>4</sup> The initiative made a strategic change in its second year of implementation. It rebranded peace tables as empowerment tables. The language change was intended to increase community interest and engagement in the peace-making work intended by the peace tables. The name change was successful. While there was no community engagement in the peace tables in the initiative's first year, there was community attendance and participation in the empowerment tables.

## Partners

OW was a collective community effort. Its partnerships were important in ensuring that program participants had access to a broad span of services. The WGTF has a range of rich partnerships which include local, state, and federal elected officials, the Los Angeles Unified School District (LAUSD), local community-based organizations, and religious organizations, as well as key community leaders who may not be associated with an organization, but who play an important part in ensuring the safety and well-being of Watts community members.

In addition to these relationships, the WGTF created formal partnerships with key organizations to ensure that program participants received vital services through OW: the Housing Authority of the City of Los Angeles (HACLA), Gang Reduction and Youth Development (GRYD), Children’s Institute Inc. (CII), and Los Angeles Police Department’s Community Safety Partnership (CSP). HACLA played two often contradictory roles in the initiative.<sup>5</sup> HACLA served as the fiscal agent for the WGTF and they also hired and managed the initiative’s case manager. GRYD partnered with the initiative to prevent violence, foster peace and avert the duplication of violence prevention efforts in Watts. CII aimed to enroll eligible program participants referred from the initiative into existing CII mental health services. The Los Angeles Police Department Community Safety Partnership (CSP), an innovative relationship-based approach to public safety, focused on collaborating with OW in violence prevention outreach.

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<sup>5</sup> Even though it was the WGTF that secured the funding for OW through the CalVIP grant, HACLA maintained control over the initiative’s budget and created the line item to hire a case manager under their organization, not the WGTF. The creation of this line item was only one way in which HACLA seized control of the WGTF’s funds. In the first two quarters of the second year, approximately \$53,000 in Ballmer Group funds were not distributed to OW by HACLA. This resulted in HACLA asking the WGTF to use these funds for HACLA programming to “spend down” funds. OW staff, however, denied the request because these funds were assigned to – and desperately needed for – OW support services. Moreover, for CalVIP funds, HACLA developed an internal approval process that required the WGTF to get approval from HACLA leadership two weeks prior to spending CalVIP funds. This process proved ineffective given the delays in approving WGTF expenses. Due to need such as paying staff salaries and program expenses, the WGTF spent funds without HACLA’s advance approval.

## **Evaluators**

Leap & Associates (L&A) partnered with the WGTF in the evaluation of the initiative and has served as its evaluator for three years. L&A is composed of community-based, participatory researchers who view themselves as partners in the research enterprise, working with the community to build and assess programming. L&A has served as the evaluator for the initiative from its inception, assisting in the writing of the CalVIP grant. L&A was selected by the OW partners as the evaluator due to its history of working with the Watts community and its expertise in evaluating gang violence prevention and intervention programs across the United States through a community-centered approach.

## **EVALUATION PLAN**

The evaluation plan for the three-year funding period drew upon both process and outcome evaluation questions. It was also framed by bottom-up theory. This section details both the evaluation framework and its methodological approach.

### **Evaluation Framework: Bottom-up Theory**

L&A utilizes a bottom-up theory in its evaluation design. The bottom-up theory focuses on how an evaluation provides evidence that an intervention is successful in the community where it occurs (Chen, 2010). This results in an evaluation design that centers the expertise and experience of residents' and stakeholders' views and interests given that they, not just the research team, can provide real insight into whether an intervention or a program is practical, affordable, suitable, and helpful in the real world.

The WGTF board, OW staff, and program participants all played an important role in the design of the evaluation plan, as well as the creation of the data collection tools, implementation strategies, and interpretation. In the second year of the evaluation, adjustments were made to the data collection tools and strategies based on lessons learned in the first year of the evaluation, along with feedback from program participants. The L&A research process will always strive to be responsive to the real experts: those involved in the program.

### **Process Evaluation Questions**

The process evaluation documents the services, activities, policies, and procedures employed by OW. This included assessing how the program was implemented and modified when facing unprecedented challenges. It also documents successes and important lessons learned. The process evaluation questions addressed in this report include:

- How did community outreach efforts conducted by OW proceed? Was it successful in its efforts recruiting program participants? What challenges arose?
- How were the activities related to job training and employment as described in Goal #1 (i.e., training and employment) implemented?
- How were the activities related to violence reduction as described in Goal #2 implemented? Was OW successful in recruiting gangs to participate in “empowerment tables”? What challenges arose?
- How did each of the major partners involved in OW fulfill their roles and responsibilities? How did these key partners collaborate? What were obstacles to collaboration? What went well?

### **Outcome Evaluation Questions**

The outcome evaluation examined both the individual and community impact of the initiative. It helped assess whether the initiative had its intended effects. It also considered if there were any unintended outcomes. The outcome evaluation questions addressed in this report include:

- What short-term changes in program participants resulted from OW and its programs?
- What short-term changes in gang activities and conflicts occurred as a result of the OW initiative and its programs?
- What, if any, changes occurred in the community as a result of OW? How did families and community residents describe and respond to any discernible changes in the program participants?

### **Evaluation Data Sources & Analysis**

L&A leveraged multiple data sources to address the evaluation questions, including all existing data. This existing data was collected by OW staff and involved participants receiving intensive support services and supplementary support services. OW staff managed program participant data on Air Table, a secure cloud collaboration service. The evaluation team had access to Air Table throughout the course of the evaluation to



monitor that program goals were being met, as well as to understand the demographics and characteristics of the initiative’s program participants.

To accurately assess program impact, L&A developed and administered three surveys<sup>6</sup> for OW program participants. One survey consisted of a pre-/post- questionnaire for participants receiving intensive support services. This survey assesses program quality, process, and impact. An overview of the survey’s design, including outcome categories and method of measure, is detailed in Table 1. L&A also developed separate surveys for participants engaged with the Fathers on the Move and Motivated Mothers programs. These two surveys assess program process and quality and are not summarized in Table 1.

**Table 1**  
Pre-/Post- Survey Design Overview

<b>Outcome Category</b>	<b>Method of Measure</b>
Employment: <b>Employment</b>	The survey asks if participants are currently employed, in job training, in technical school, or in trade school.
Employment: <b>Job Retention/ Promotion</b>	The survey asks if participants secured employment through OW. If so, the evaluation team adjusted the <a href="#">(MSQ) Minnesota Satisfaction Questionnaire</a> to assess job satisfaction, retention, and promotion opportunities.
K-12 Ed: <b>Diploma/GED</b>	The survey asks participants for their education level. <i>It is critical to note that educational advancement by itself was not explicitly a goal of the program.</i>
Skills: <b>Life/Health/Family Choices</b>	The survey asks about social support and well-being, which are protective factors for violence prevention. For this, the evaluation team used an adjusted version of the <a href="#">MOS Perceived Social Support Survey</a> .
Skills: <b>Work/Career Readiness</b>	The survey asks if participants secured employment through OW. If so, they are asked to complete an adjusted version of

<sup>6</sup> All surveys can be found in Appendix A.

	<p>the <a href="#">(MSQ) Minnesota Satisfaction Questionnaire</a> to assess job satisfaction, retention, and promotion.</p> <p>Moreover, the survey asks participants about their involvement in job training, technical school, and trade school, as well as their education level.</p>
<p>Psychosocial: <b>Safer in the Community</b></p>	<p>The survey asks about participants' connection to services for peace, including peace events and empowerment tables.</p>
<p>Psychosocial: <b>Training Certificates</b></p>	<p>The survey asks participants about their involvement in job training, technical school, and trade school, as well as their education level.</p>
<p>Psychosocial: <b>Basic Needs Met</b></p>	<p>The survey asks if participants are receiving intensive services and services still needed.</p> <p>OW staff also track basic needs (e.g., homelessness) on Air Table, as well as referrals provided.</p>

Along with these surveys, L&A also conducted semi-structured interviews and focus groups. To create questions that were sensitive to everyone involved in the initiative, it developed one interview instrument for stakeholders, one focus group protocol for the WGTF board, and one focus group protocol for program participants. These protocols were designed to capture the perspectives and experiences of OW staff, partners, program participants, and the WGTF board. In its third year, the evaluation team was unable to host a focus group with the initiative's program participants.<sup>7</sup> As an alternative, L&A took notes on experiences program participants shared while completing the pre-/post- questionnaire.

Ethnographic participant observation of the initiative's program and events also provided data. The ethnographic observation of meetings and events occurred over a

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<sup>7</sup> A focus group was not possible due to several staffing limitations. Initially, it proved untenable because the third OW program manager was fired. Later, toward the end of the grant period, staff layoffs made it impossible to recruit and host program participants at the OW office.

three-year period that endured past the end of CalVIP funding (June 2023) and the pause in programming (July 2023), ethnographic observation occurred from June 2020 through October 2023. Table 2 provides an overview and description of the types of data collected and how frequently it was collected.

**Table 2**  
Data Collection Measures and Frequency

<b>Data Source</b>	<b>Method</b>	<b>Platform</b>	<b>Frequency</b>
<b>Program Participants receiving intensive support services</b>	<ul style="list-style-type: none"> <li>• Program Enrollment Data</li> <li>• Pre-/post- survey</li> </ul>	<ul style="list-style-type: none"> <li>• Air Table</li> <li>• Survey Monkey</li> </ul>	<ul style="list-style-type: none"> <li>• Enrollment and exit of program</li> <li>• Once a year</li> </ul>
<b>Fathers on the Move</b>	<ul style="list-style-type: none"> <li>• Program quality and process survey</li> </ul>	<ul style="list-style-type: none"> <li>• Survey Monkey</li> </ul>	<ul style="list-style-type: none"> <li>• Once a year</li> </ul>
<b>Motivated Mothers</b>	<ul style="list-style-type: none"> <li>• Program quality and process survey</li> </ul>	<ul style="list-style-type: none"> <li>• Survey Monkey</li> </ul>	<ul style="list-style-type: none"> <li>• Once a year</li> </ul>
<b>Key Stakeholders</b> (i.e., the OW staff, partners, program participants, and the WGTF board members)	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Focus groups</li> <li>• Ethnographic observations</li> </ul>	Not applicable	<ul style="list-style-type: none"> <li>• Interviews &amp; focus groups occurred at least once a year</li> <li>• Ethnographic observations occurred at least three times each month</li> </ul>
<b>Gang-Related Crime</b>	<ul style="list-style-type: none"> <li>• Los Angeles Police Department crime statistics</li> </ul>	Not applicable	<ul style="list-style-type: none"> <li>• Once a year</li> </ul>
<b>Empowerment Tables</b>	<ul style="list-style-type: none"> <li>• Ethnographic observations</li> </ul>	Not applicable	<ul style="list-style-type: none"> <li>• Twice a month</li> </ul>

Finally, data from LAPD was also obtained and reviewed to assess changes in gang-related crime in the Watts community. As part of this evaluation effort, L&A requested all available crime statistics from LAPD. It received a data report that provided a crime comparison of gang-related crime prior to the deployment of the initiative, from 2010-

2019, and a three-year average in which the initiative was active (2020-2023). This report offered data on violent crime, including shots fired and victims shot.

These multiple data sources provided L&A with a meaningful window into the initiative's implementation process and its impact. Air Table included data on 331 participants receiving support services from the program's inception in October 2020 to June 2023 when the program was paused. The pre-/post- survey resulted in a total of 58 responses. In addition, the Fathers on the Move survey received 8 responses, and the Motivated Mothers survey received 21 responses. LAPD data provided a report on gang-related crime in Watts before and after implementing the initiative (2010-2019 vs. 2020-2023). Finally, over the three years of the evaluation, 27 experiences were captured through interviews or focus groups, including board members, program participants, and the initiative's partners. Observations of the initiative's programming and events occurred over the three-year period. Survey results from Air Table, the pre-/post- survey, and the Fathers on the Move and Motivated Mothers survey with closed-ended responses were analyzed using descriptive statistics. Qualitative data—open-ended survey questions, ethnographic observations, interviews, and focus groups—was analyzed for thematic content (Joffe, 2012).

### **Data Collection Challenges and Responses**

Over the three years of the evaluation, changes were made to data collection strategies based on the capacity of OW staff and the transitions occurring in the organization in the final year of the CalVIP grant. In the second year of the grant, L&A conducted a focus group with program participants as suggested by OW staff. The focus group captured participants' holistic experience with the initiative. Unfortunately, a focus group was not feasible in the initiative's third year given the capacity required from staff to wrap up the CalVIP grant. Instead, during the collection of pre-/post- participant survey data, L&A captured qualitative data drawing upon comments offered by participants describing experiences that were not captured in the pre-/post- survey.

## Findings

Over the three years of the initiative, OW met and exceeded its goals. OW served a total of 331 individuals from October 1, 2021, through June 30, 2023 – a 10% increase over the initial goals established for the initiative. The Watts community also experienced a decrease in crime since the launch of the initiative. These successes came despite a series of challenges that provided important lessons for the WGTF.

### Challenges Faced

In its first and second years, OW faced two major issues: (1) the dilemmas that arise for a startup, nonprofit organization like the WGTF as it manages its first grant-funded, fully staffed initiative; and (2) the WGTF's limited ability to access funds for the initiative due to problems establishing a reliable fund management process with its fiscal sponsor, HACLA. In its third year, OW continued to meet its programming goals, while experiencing an overall lack of funding that forced the WGTF to pause services one month after the CalVIP grant ended.

It is important to reiterate that the CalVIP grant award was the WGTF's first major multi-year grant. Consequently, this funding provided the necessary resources to implement the initiative, offering the WGTF the opportunity to hire full-time staff for the first time in its history. This created a situation where volunteer board members and paid staff were multi-tasking and identifying new roles and responsibilities. As three interviewees each explained, implementing the initiative was *"like building a plane while flying it."* The WGTF board had to establish an infrastructure to manage a major grant, recruit and hire staff, as well as develop programmatic enrollment structures and policies while simultaneously recruiting and serving participants to meet the goals and outcomes of the initiative – all while continuing to implement the other work and purpose of the WGTF. In the first year, it did this against the backdrop of a global pandemic, which further complicated the hiring and employment process, as well as overall program implementation and participant engagement.

OW staff also faced multiple and enduring trials accessing funds it secured from the CalVIP grant, the Ballmer Group grant, and the Buscaino Community grant. This all stemmed from its relationship with HACLA, the initiative's fiscal sponsor. Due to the internal requirements and procedures of HACLA, the One Watts team could not fully access and leverage the funds necessary to manage this undertaking at its onset. This limited the initiative's ability to pay vendors and provide participants with needed or ongoing essential program support services. Furthermore, grant funding from the Ballmer Group and the Buscaino Community grant were not released by HACLA to the WGTF until the first quarter of 2022, and in the case of the Ballmer Group funding, as of the evaluation's end, HACLA still had not released the remaining monies to pay vendors. The inaccessibility of funds limited the available resources for staff to deliver programs and services to the Watts community, which trickled down and impacted program participants' experiences with the initiative. Although the initiative was able to access funds for salaries and services starting in the second half of the second year of the grant, as stated above, one resource it never was able to access was the capacity building funds awarded by the Ballmer Group to the WGTF, which were critical and may have helped the WGTF with the administrative and funding issues it faced.

The WGTF also confronted an additional and significant funding issue: it was unable to secure diverse funding for OW to proceed after the CalVIP grant ended. While the WGTF board sought new, additional funding sources for the initiative, it could not compete with an older and much larger nonprofit organization in Watts to obtain grant awards. Consequently, the initiative was paused on June 30, 2023, when the initiative's major grant ended. Despite this frustration, the WGTF board developed relationships with new, potential funders, including the Mayor's Office and Green Dot Public Schools. They have also begun building a relationship with the Weingart Foundation as a future funding source.

### **Lessons Learned**

By persisting through the challenges, the WGTF learned important lessons. As WGTF Secretary Deborah Riddle reflected on the experience of implementing the initiative:

*We [the WGTF board] were...giddy at the beginning, but again, we were building the plane as we were trying to fly it. Now there is a sense of what it needs to take to manage [a large grant]. Now and in the future, we know what bare minimum needs to be in place. It is not going to be a struggle.*

At first, the WGTF board was surprised that they were able to secure the CalVIP grant; it had seemed as if it was something out of reach. However, upon receiving the funds, implementing the grant brought to light that the WGTF required an operational infrastructure to run the initiative and manage the grant. The three biggest lessons the WGTF learned included: (1) budgeting for an executive director, (2) working with a fiscal sponsor that is not a government agency or, at least, clarifying its relationship with its current fiscal sponsor; and (3) prioritizing the recruitment of new WGTF board members.

The WGTF learned that it will need to hire an executive director. Due to an executive position not being built into the project design and budget, Deborah Riddle stepped in to direct OW. Ms. Riddle oversaw the implementation of all the grants: compiling monthly expense and program reports, managing OW staff, and serving as one of the primary people managing myriad relationships with the initiative's partners. Because she was also employed full-time at CII, this workload had a major impact on her:

*So many wonderful things went on, but administratively it was very difficult. I have been working weekly with HACLA to get paperwork done because I fell behind. I was struggling to keep my job at CII.... I burnt out.*

The demand placed on Ms. Riddle made it clear to her and to the WGTF board that when they are implementing future grants/programming, it will be vital to budget and plan for an executive director position. The way the staffing was originally designed and funded, there was no one person charged with managing the grants and the day-to-day operation of the program, as well as serving as a liaison between the staff, the board, and the initiative partners. In a vacuum, these roles were all filled by Ms. Riddle, but they are roles that an executive director can and must meet in the future.

The WGTF also learned that the fiscal partnership between HACLA and the WGTF must be reevaluated and seriously reconsidered. Given that HACLA is a government agency with strict internal policies and procedures that must be met to ensure internal compliance, it is riddled with bureaucratic processes, red tape, and delays. This red tape obstructed the growth and advancement of the initiative's goals because the WGTF remained limited in accessing and using its own funds. At partner meetings and through stakeholder interviews, a consistent issue that arose was the initiative's inability to access program funds provided by CalVIP and the Ballmer Group due to HACLA's obstruction of the process. The WGTF's inability to access funds delayed the disbursement of supplemental services to the initiative's program participants, a critical program element. Importantly, this obstruction completely prohibited the WGTF from accessing and using much needed capacity building funds allotted to them. This experience taught the board that they may need to secure a new fiscal sponsor – ideally one that is not a government agency.

The experience of managing and implementing a large grant also emphasized and reinforced something the board already knew: there was a profound need for new board members. Over the three years of the initiative, the WGTF board was not able to address the lessons learned early in the evaluation, most prominently the need for a new fiscal sponsor. While the board had good reasons for not doing this—the initiative experienced staff turnover that increased the demands on board members' time, and the board lost two members and gained one—the issue of finding a new fiscal sponsor remained. The need for new, active board members became more prominent for the long-term success of the WGTF and its peace-building work and advocacy as OW was forced to pause due to funding challenges and the WGTF's work once more relied more heavily on its volunteer board.

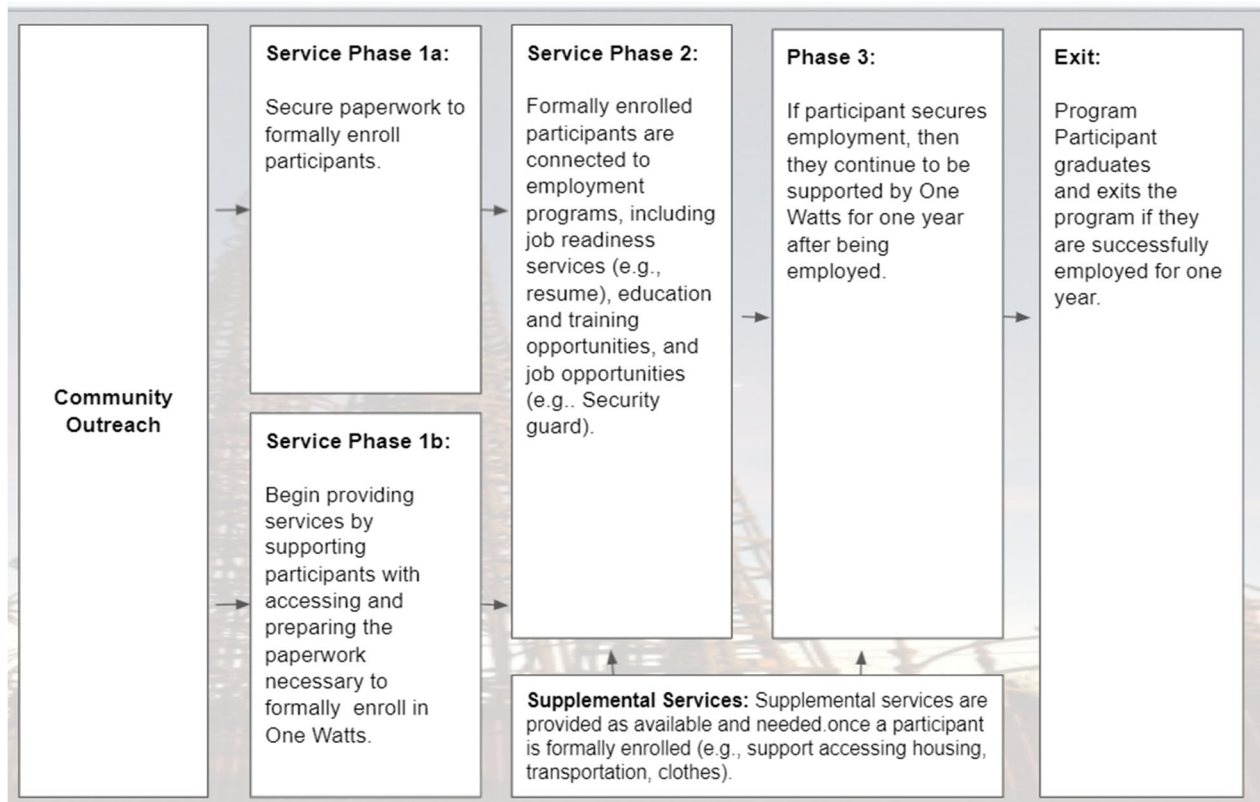
## **Successes**

The experience of receiving major funding for its work provided the WGTF board with newly developed internal resources that will enable it to continue OW once sustainable funding is obtained. The WGTF created the process, paperwork, and client



management system to serve participants. This process is detailed in Figure 1. It also created the materials and processes needed to hire and train staff – WGTF now has the job descriptions for positions, training and onboarding materials for new staff, and experience with processing salaries and program expense. Acquired in the second year of the initiative, the WGTF now has a physical office space, located within the CII Watts Campus. With the new office space, staff and board members have a place to manage confidential paperwork, onboard and support program participants, as well as a space to connect, train, and manage staff.

**Figure 1**  
*One Watts’ Job Training and Employment Service Provision Process*



The WGTF was also able to leverage its relationships and documented success through its evaluation of the initiative to develop and secure new funding opportunities. These include Green Dot Public Schools and the Los Angeles Mayor’s Office. WGTF is also working with the office of Councilmember Tim McOsker and Aqeela Sherrills to engage

in training and technical assistance to build the strength of the board and its programming.

Finally, the WGTF greatest success was its ability to effectively serve the Watts community. The OW initiative exceeded program deliverables by serving 10% more individuals than the 300 originally intended. Watts saw a reduction in crime and, most importantly, it hired Watts residents. The initiative's program participants agreed that because the initiative primarily hires staff from the community, violence is prevented and interrupted because staff can leverage their relationships and connections to ensure community residents are safe. This perspective highlights an unintended impact of the One Watts initiative's hiring practices: they serve as a de facto violence prevention program.

## **Major Findings**

The overall challenges, lessons learned, and successes of the initiative frame the following sections of the report. These sections will present the major findings of the initiative's three-year evaluation. The findings address the evaluation questions posed prior to the initiative's program implementation; they recognize key themes and trends that arose from the end of year one in October 2021 through June 2023.

### ***How did community outreach efforts conducted by OW proceed? Was it successful in its efforts recruiting program participants? What challenges arose?***

OW met its outreach goals because community outreach efforts were extensive, multi-faceted, and responsive; they engaged all program staff and WGTF board members from the onset and throughout the life of the initiative (2020-2023). The initiative also secured program participants through word of mouth and outreach at various programs and community events. Significantly, in its third year of implementation and after two years of successfully supporting participants, referrals that occurred through word of mouth from program alumni and community members were its greatest pride; it signaled to staff and the Watts community that they were doing good work. OW was viewed by

residents as credible and community-centered, it was viewed as a nonprofit that used its funds to support the Watts community. **In the past, this has not always been the case in Watts**, and in this way, the Watts community offered its own evaluation of the need for and the overall effectiveness of the initiative.

At the same time, a challenge that impacted community outreach was staff turnover. In the initiative's lifetime, four individuals filled the program manager position. The first person quit when the initiative was launched due to the demanding role of building the initiative while running it; two individuals were fired; and the fourth and final person was laid off due to a lack of funding. The case manager position, which was housed under HACLA but funded by the WGTF for the initiative, also experienced turnover. However, the issue was not the number of individuals that filled and vacated the case manager position as occurred with the program manager. Instead, the issue was the result of the time it took to hire a new case manager after the founding case manager was promoted within HACLA. It took almost ten months to identify and hire someone new. This was a particularly damaging aspect of HACLA's bureaucratic processes. These staff transitions resulted in the board, especially Ms. Riddle, having to step in and fill staffing gaps to ensure the program continued to operate as effectively as possible. The staff transitions in both positions also created a disconnection in communication for program participants. Two program participants said they wished they could have communicated more, especially with their case manager. One of these two individuals added, *"[I would have liked to] talk more to my case manager. I liked them. I wanted to keep in contact with someone to keep me updated on what is going on."*

In contrast, staffing for the ambassadors and outreach worker positions remained stable over initiative's lifetime. A history of incarceration (except for crimes that affected children and protected populations) and gang involvement did not deter the WGTF when hiring Watts residents. Individuals filling the ambassador positions were also *"the stars of the initiative"* in the community. As one WGTF board member noted, *"[The] ambassadors got out there. They interacted with the community, interacting on a daily basis...more people came in. That was remarkable."* As other staff transitioned in and

out, the outreach workers and ambassadors consistently worked to engage and serve the Watts community. Unfortunately, many of the individuals who filled these positions were the most deeply impacted by the pause in the initiative because of limited employment opportunities for individuals with criminal records, which characterized a large portion of these staff members. It should be noted, however, that in August 2023, Mayor Karen Bass and the WGTF discussed securing funds to ensure that the ambassadors were among the first individuals and positions to be rehired.

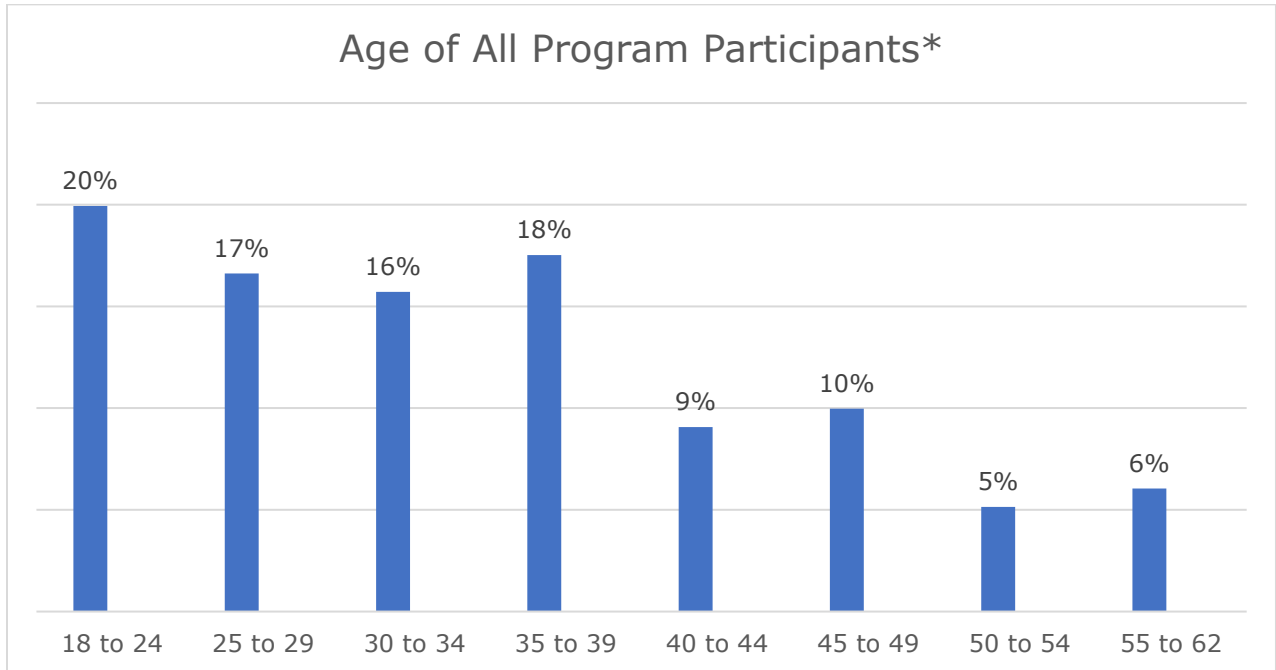
***Was community outreach successful in recruiting program participants? What challenges arose?***

OW exceeded its goal of reaching 300 program participants. According to Air Table, a total of 331 individuals were enrolled and received services (October 1, 2021, through July 31, 2023). Additionally, the initiative met its goal to primarily recruit individuals who were or are gang involved. The majority (67%, n=220) of individuals enrolled in the initiative identified as being gang affiliated. It also succeeded in recruiting participants with a history of incarceration. Data revealed that almost one-third (30%, n=126) of individuals enrolled in the initiative had been incarcerated. Finally, in alignment with its goal to reach a wide age range of participants, the ages of program participants varied. The initiative's youngest participants identified as being between the ages of 18 to 24; its oldest participants identified as being between the ages of 55 to 62. Most participants self-identified as Black (75%, n=247) and female (57%, n=190). Most participants lived independently in an apartment or home in Watts (37%, n=124). Figures 2 through 8 provide a visual representation and summaries of the background of the initiative's program participants over the course of the three years. Figures include details about participant's age, gender, ethnicity/race, gang affiliation, incarceration history, housing status, and gang and housing status. The following figures and descriptions are based on self-reported information the participant provided at the time of program enrollment.

One challenge that arose because of the demographics of the individuals residing in Watts and recruited by the initiative is the need for housing. This may be due to

multiple factors. The initiative intended to target outreach to unhoused individuals. WGTF board president, Donny Joubert, in the early phases of the initiative, stated that *“the ambassadors will do outreach to folks that are homeless.”* It may also reflect displacement caused by changes in the capacity of the housing developments, including the building of the new Jordan Downs structures that limit individuals residing in the home to those named on the lease. It could also be due to the pattern of increased numbers of unhoused individuals in major cities (Yee, 2023). These findings call attention to the need for housing support linked to violence prevention. While the WGTF has brought up the link between unhoused individuals and gangs in its meetings with key city stakeholders, this connection has not been explicitly discussed as a unique aspect of Watts’ housing needs. Regardless, this may be an area of research that will be important for informing Watts’ robust violence prevention and housing strategies.

**Figure 2**  
Age of One Watts' Program Participants

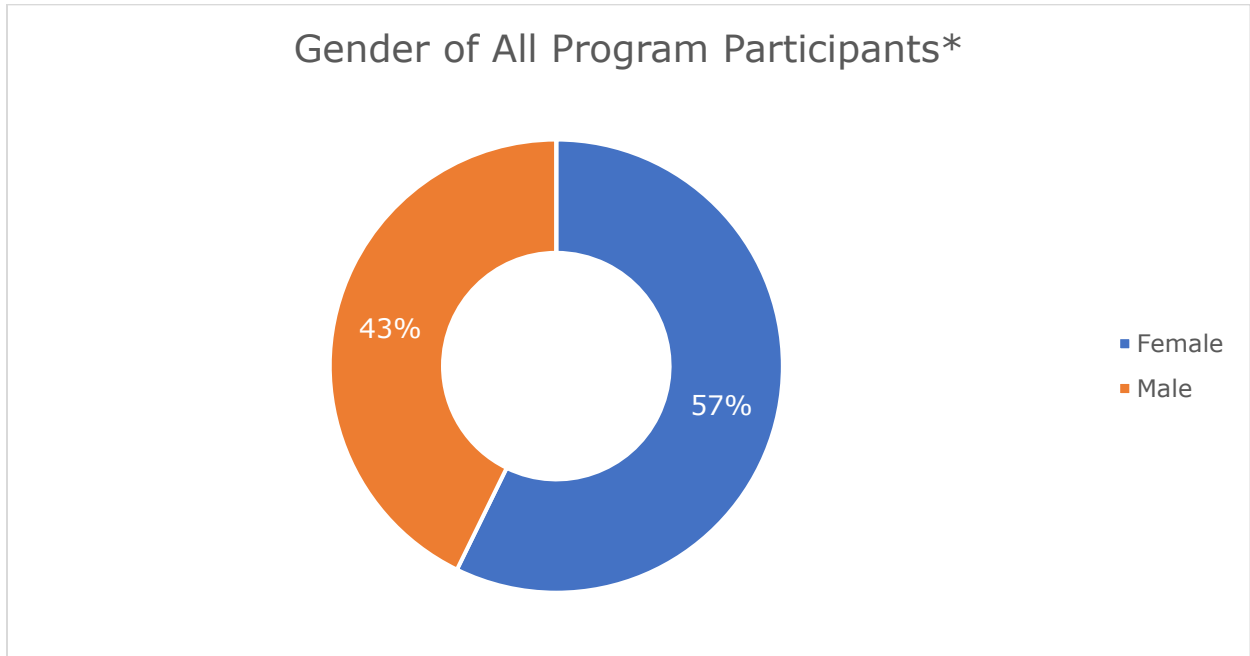


\*Note. N=331

The majority (20%) of participants were between the ages of 18 to 24. The minority (5%) of participants were between the ages of 50 to 54, followed closely (6%) by participants between the ages of 55 to 62.

**Figure 3**

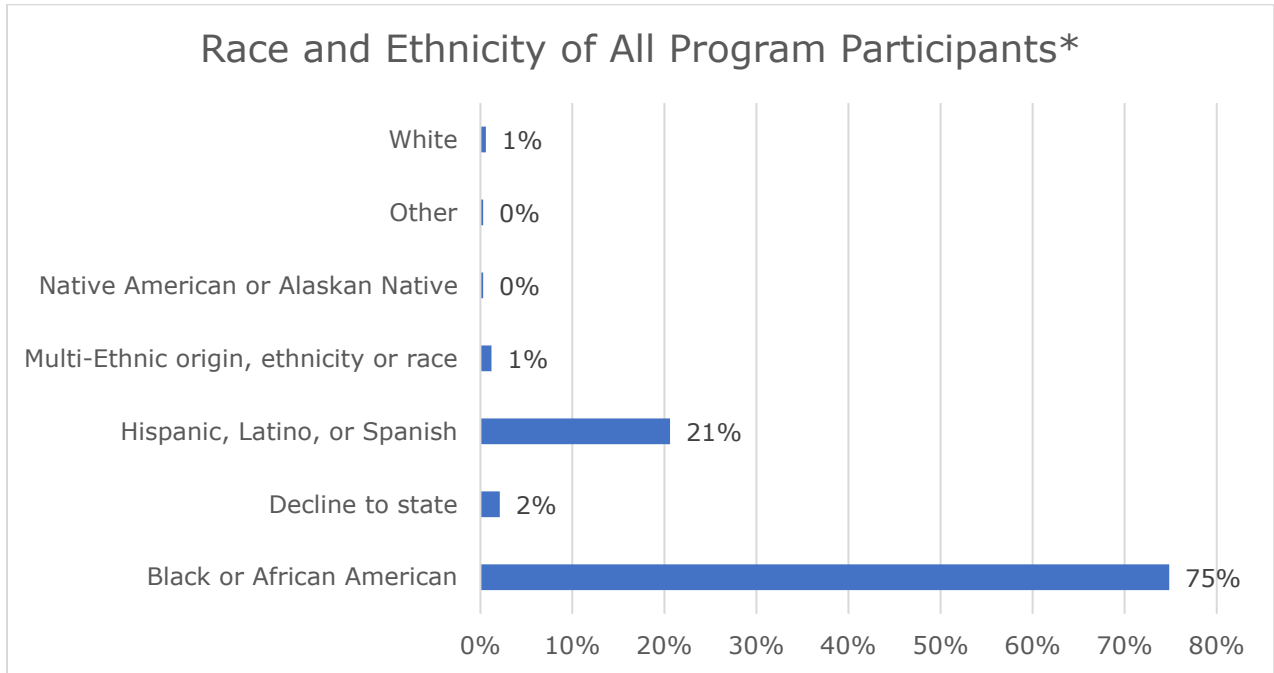
Gender of One Watts' Program Participants



\*Note. N=331

The majority (57%) of participants were female. The minority (43%) of participants were male.

**Figure 4**  
Race/Ethnicity of One Watts' Program Participants

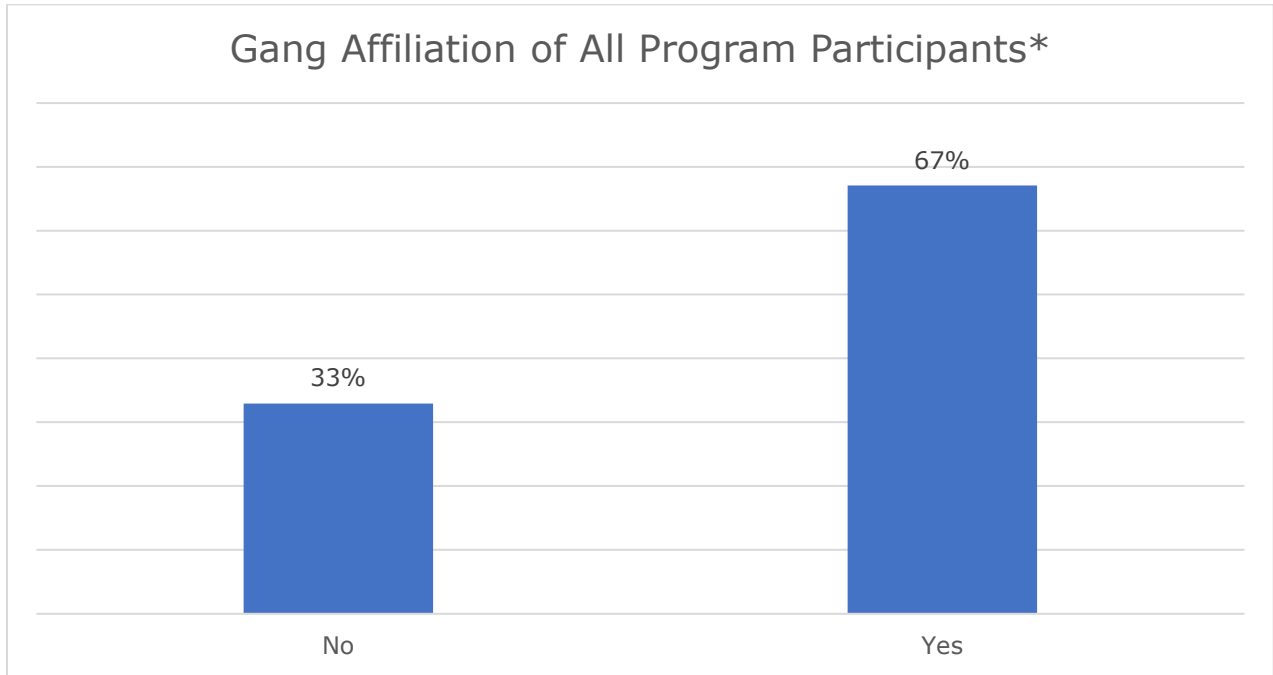


\*Note. N=330

The majority (75%) of participants were Black or African American, followed by participants who are Hispanic, Latino, or Spanish (21%). The remainder were seven individuals who declined to state their race/ethnicity (2%), one person identified as multi-ethnic, and one participant self-identified as “other.”



**Figure 5**  
Gang Affiliation of One Watts' Program Participants

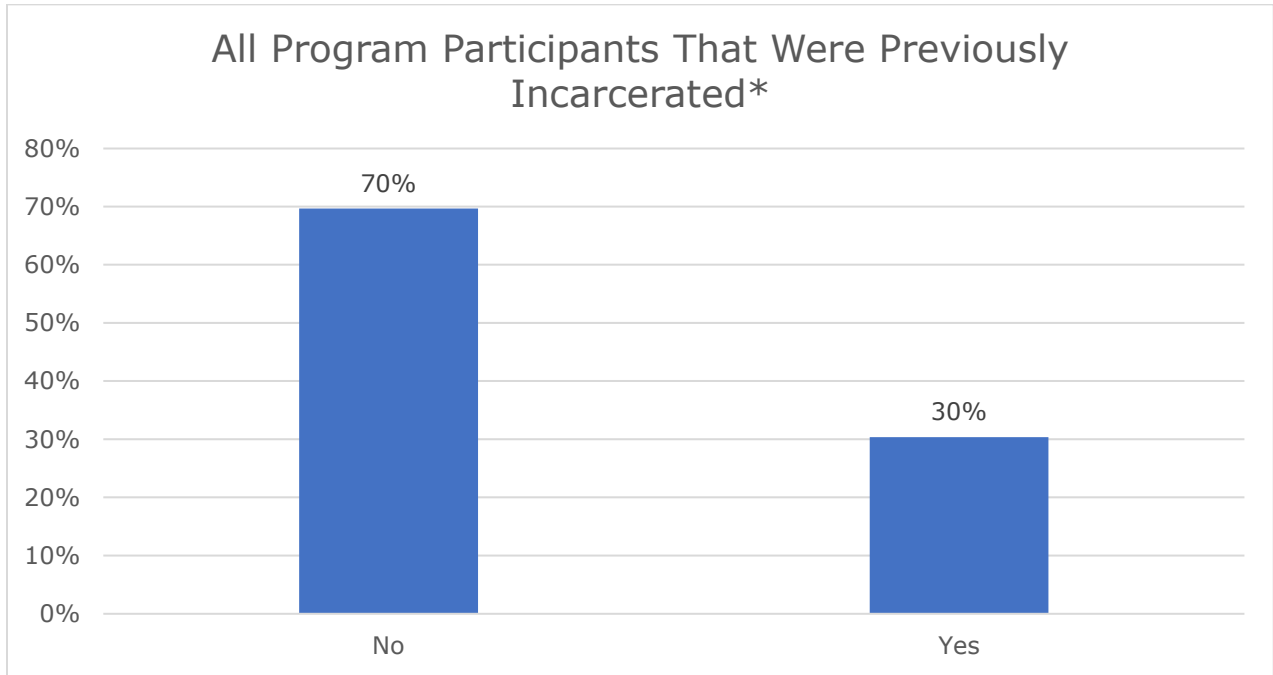


\*Note. N=328

The majority (67%) of participants were gang affiliated, with the remainder noting that they were not connected to a gang (33%).

**Figure 6**

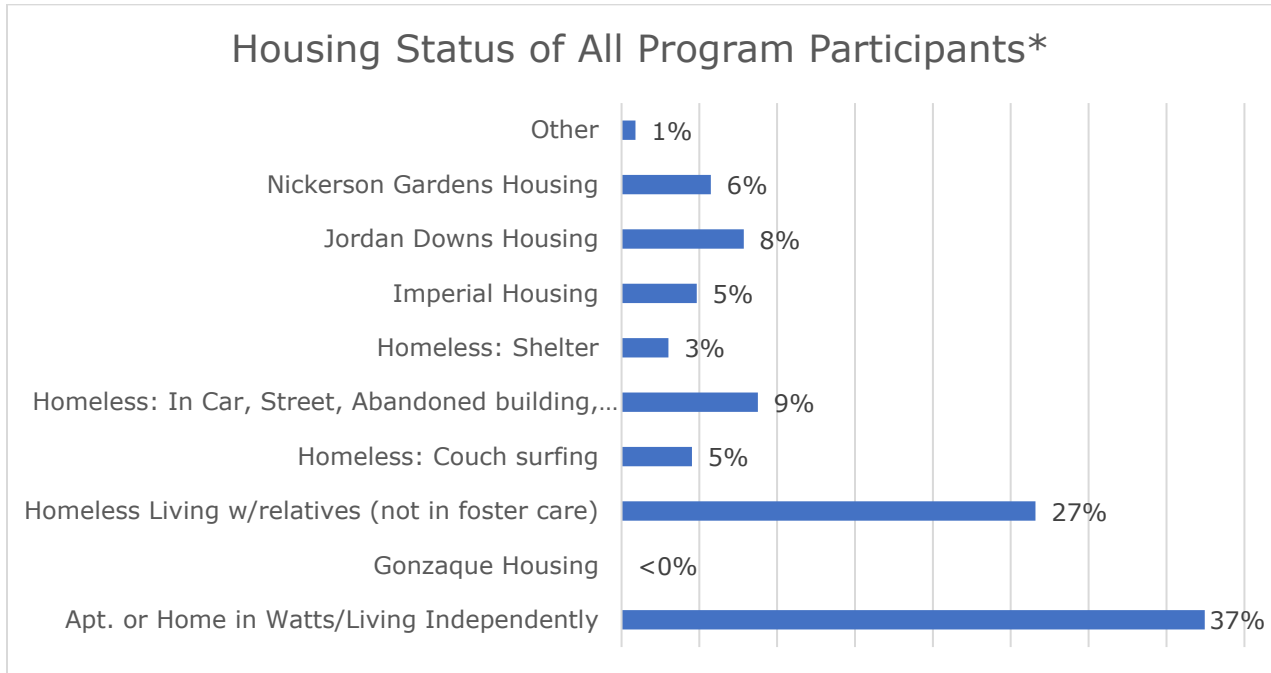
Previously Incarcerated Participants of One Watts' Program



\*Note. n=323

Almost one third (30%) of participants reported they had been previously incarcerated. The remainder of participants indicated they had not been previously incarcerated (70%).

**Figure 7**  
Housing of One Watts' Program Participants

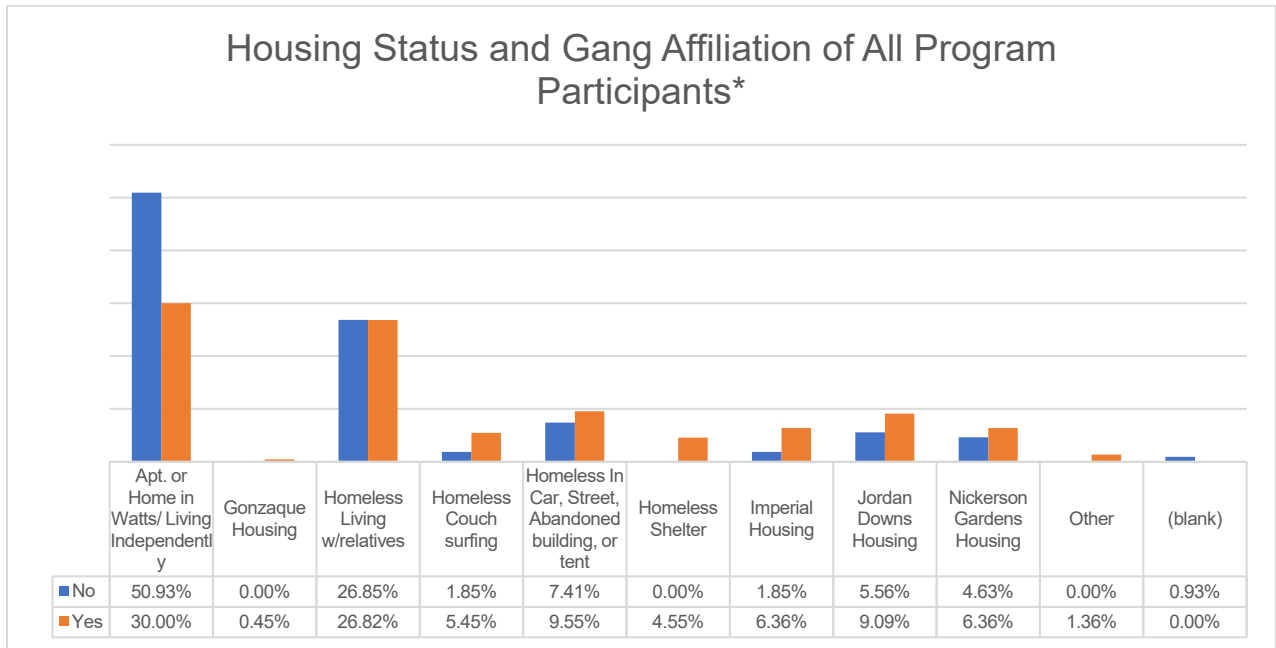


\*Note. n=331

The majority (44%) of participants were unhoused. Among the individuals who reported being unhoused, most individuals are living with relatives (27%); followed by individuals living in a car (9%) or on the street or in an abandoned building or tent (9%); individuals couch surfing (5%), and individuals living in a shelter (3%). Among individuals living in public housing, only one participant reported living in Gonzaque Village. The remainder of the individuals that resided in public housing lived in Jordan Downs (8%), Nickerson Gardens (6%), and Imperial Courts (5%).

**Figure 8**

Gang Affiliation and Housing Status of All Program Participants



\*N=328

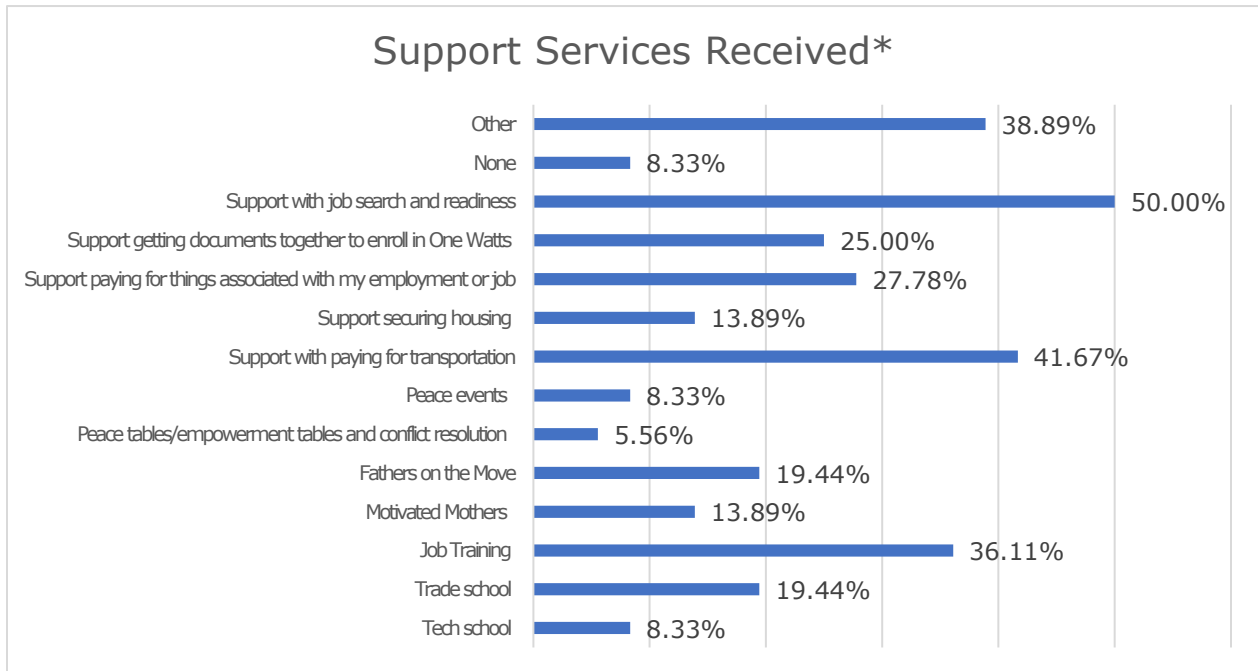
While many participants of OW were gang affiliated, it is important to note that they did not predominantly reside in the public housing developments. Only about a quarter (22.26%) of the gang affiliated program participants resided in public housing. The majority, almost half, of the gang affiliated program participants were unhoused (46.36%).

***How were the activities related to job training and employment as described in goal #1 (i.e., training and employment) implemented?***

Through the pre-/post- survey process, L&A was able to hear directly from participants about their experiences in the program. Participants, depending on their need(s), accessed a range of support services. The top service received by more than half of the initiative's participants was support with job search and readiness; half (50%) of the respondents reported receiving support with job search and readiness. Figure 9 provides an overview of the supplementary support services reported as received by participants who responded to the pre-/post- survey. Participants were also asked what support services they still needed. The top service that participants said they still needed was "other" (45.45%), a response that illustrates the breadth of their needs. "Other" primarily included getting employment leads in their job of interest, as well as paying for exams, licensures, and childcare. Figure 10 provides an overview of the supplementary support services participants said they still needed.

**Figure 9**

Supplementary Support Services Received by Participants Who Responded to the Pre-/Post- Survey

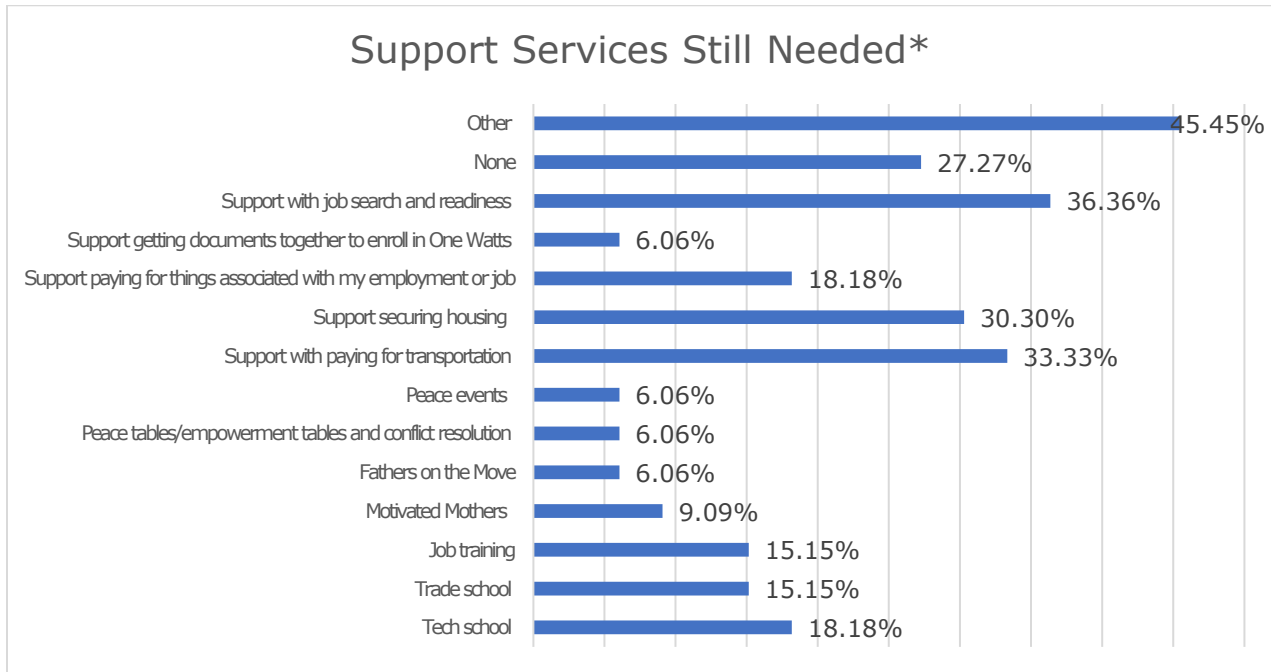


\*Note. n=36

The top service received by more than half of participants was support with job search and readiness; half (50%) of the respondents reported receiving support with job search and readiness. The second top service participants received was support paying for transportation (41.67%). Tied for the least accessed services by participants were peace events (8.33%), tech school (8.33%), and none of the services listed (8.33%). Among the participants who stated they received “other” services or support, they received help with their bachelor’s degree, help becoming a nurse, help getting a business license, and no services at all because “*no one reached out.*” It should be noted that the respondents who stated they did not receive services were ones who entered the program in its third year and were impacted by the loss of funds and pause in services.

**Figure 10**

Supplementary Support Services Still Needed by Participants Who Responded to the Pre-/Post- Survey



\*Note. n=33

The top service that participants said they still needed was “other” (45.45%), a response which illustrated the breadth of their needs. This primarily included getting employment leads in their job of interest, as well as paying for exams and licensures, and childcare. Tied for the services reported as least needed included support getting documents for program enrollment (6.06%), peace events (6.06%), peace tables/empowerment tables and conflict resolution (6.06%), and the peer parenting program Fathers on the Move (6.06%).

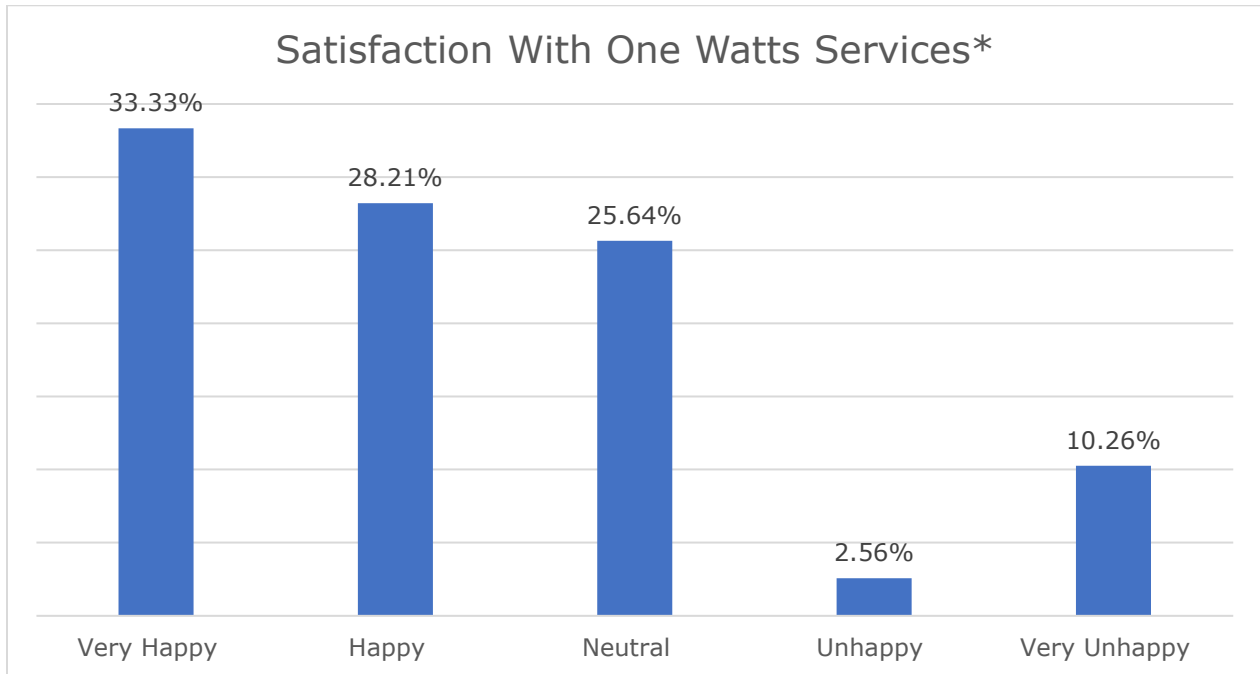
As described in Figure 11, most program participants (61.5 %) reported being “very happy” or “happy” with the initiative’s services. The minority (12.82%) reported feeling “unhappy” or “very unhappy” with the initiative. When asked about how the program could be improved, most participants said it was fine as is. In the first two years, however, some participants asked for access to funding faster. As noted earlier, the WGTF had challenges accessing overall program funding from its fiscal sponsor and managing staff transitions, especially given that the fiscal sponsor experienced delays in hiring the case manager for the initiative. By the third year, most participants directly expressed their feelings that they wished the initiative was still active and funded. One person said, *“I wish the program was active.”* A second person, who signed up and could not reap the full benefits of the initiative shared, *“I would have enjoyed the services. The lady is a nice lady. She was trying to connect me. I hope funding [goes] through. We need a lot of programs out there.”*

When asked about what participants liked the most about the initiative, they shared that they liked the connection to employment and support services. One participant highlighted that they appreciated that they were receiving services that were local. They offered, *“I like that the program is helpful in as far as helping with transportation and other thing. It’s a good thing that we can go and get help. [It’s] not always that you get that help and it is local.”* A second participant appreciated how attentive the staff were.



**Figure 11**

Participants Who Responded to the Pre-/Post- Survey Overall Satisfaction with One Watts Support Services



\*Note. n=39

Most program participants (61.5 %) reported being “very happy” or “happy” with the initiative’s services. The minority (12.82%) reported feeling “unhappy” or “very unhappy” with the initiative.

***How were the activities related to violence reduction, as described in Goal #2 implemented? Was OW successful in recruiting gangs to participate in “empowerment tables”? What challenges arose?***

Activities related to violence reduction had the greatest growth and success. In the first year of the initiative, street outreach workers had not been engaged in any formal activities for the reduction of gang violence. This gap became a central focus of the initiative’s second year. Focusing on the work that had not been implemented in the first year, in its second year, the initiative hosted empowerment tables (formally known as peace tables) regularly and launched its ambassador program, which monitored public spaces and supported peace-building efforts that included but also went beyond issues related to gang violence.

The addition of ambassadors to the OW team supported violence prevention in a manner not originally envisioned in the original conceptualization of the initiative. Initially, the OW program intended to leverage street outreach workers to manage violence intervention and prevention with a focus on prevention and intervention services with gang members. However, the onboarding and engagement of the ambassadors expanded the initiatives’ approach to community safety. Spaces long labeled “*unsafe*” were described as “*calm*,” including the gyms in the housing developments and formerly dangerous streets that cars would routinely speed through. More importantly, the ambassador program provided jobs for Watts residents with criminal records who had maintained their commitment and their connections to the community.

The ambassador program was a unique and meaningful contribution to the Watts community. Because of this and its overall contribution to violence prevention, it quickly became the most recognized program of OW. As one person shared:

*They [the ambassadors] were looked upon highly by community partners and residents they worked with. They are seen as trusted voices. They were hesitant that they could bring peace. By the end, they ascribed to the idea that they were impacting peace in the community.*

The ambassador program is also the program element that captured the attention of additional funding sources. These funding sources included the Mayor's Office, LAPD, and Green Dot Public Schools. It is anticipated that the effectiveness of the ambassador program will lead to funding in the near future.

***How did each of the major partners involved in OW fulfill their roles and responsibilities? How did these key partners collaborate? What were obstacles to collaboration? What went well?***

There are three core partners for the initiative: the WGTF, HACLA, and CII. These partners met regularly to share important program updates, as well as to prevent violence and to respond to emerging issues. However, the frequency of meetings among partners declined in the final six months of the three-year period. At this point, the WGTF and HACLA were focused on administering the CalVIP grant and preparing to pause program services. WGTF also spent its third year seeking additional support and building relationships to develop possible funding sources to continue the initiative.

Over the three years of the evaluation, the partners remained consistent in their level of engagement. CII provided one important resource to OW. As stated above, in the initiative's second year, CII provided the Watts Gang Task Force with a dedicated office space. This space was invaluable for service delivery and program management, including establishing a physical space for staff meetings and training that also served as a place for the community to drop in and discuss problems they were experiencing. However, over the three years of the initiative, CII's mental health services were not available to OW program participants; CII was operating at capacity and did not have openings to provide mental health support to OW program participants.

As described previously, HACLA served as both the fiscal sponsor and a programmatic partner for OW. While they attended meetings and engaged programmatically – primarily through the provision of case management services – HACLA’s role as fiscal sponsor ultimately had a negative impact on the initiative’s finances and general operations. In the end, HACLA’s role would have been best if limited to serving as a program partner, providing OW with its expertise in job readiness, job placement, and job training and education.

Overall, the three primary partners made efforts to work together to meet at least the minimum deliverables outlined in the original proposal to its funders, particularly CalVIP and the Ballmer Group. However, the WGTF board was generally disappointed in the level of engagement of the two other partners. CII did not provide program participants with much-needed mental health support. And, as a fiscal sponsor, HACLA obstructed the capacity of the WGTF to properly deliver services to OW participants and grow as an organization.

***What short-term changes in program participants resulted from OW and its programs?***

L&A used the pre-/post- survey to assess short-term changes among OW program participants. Over the three-year period, 331 program participants were invited to participate in the pre-/post- survey over the phone and/or email.

The participants who completed the pre-/post- survey identified as female (42.5%) or male (57.5%).<sup>8</sup> The average age<sup>9</sup> was 37, with the youngest respondent reporting they were 20 and the oldest 57 when they completed the survey. Most respondents self-identified as Black or African American (74.36%), followed by Hispanic, Latino, or Spanish (25.64%); the remainder of the participants identified as other (5.13%), white (2.56%), and American Indian or Alaskan Native (2.56%).<sup>10</sup> When asked their highest

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<sup>8</sup> Gender, n=40

<sup>9</sup> Age, n=39

<sup>10</sup> Race/ethnicity, n=39

degree or level of school they had completed,<sup>11</sup> most participants (39.17%, n=15) noted they completed their high school degree or equivalent (e.g., GED). The remaining participants completed some college, but they did not acquire a degree (21.05%, n=8); did not receive a high school diploma (18.42%, n=7); acquired an associate degree (7.89%, n=3); or responded “other” (13.16%, n=5), which included people who completed their education outside of the U.S.

Participants who opted to participate in the pre-/post- survey indicated whether they were engaged with a technical school, trade school, or job training or if they secured a job through or outside of OW. Among those enrolled in these opportunities, most participants (11.32%) were enrolled in a technical school, followed closely by trade school (9.08%), and job training (6.12%)<sup>12</sup>. Most participants, however, were not enrolled in any of these opportunities. Figure 12 provides more details about this.

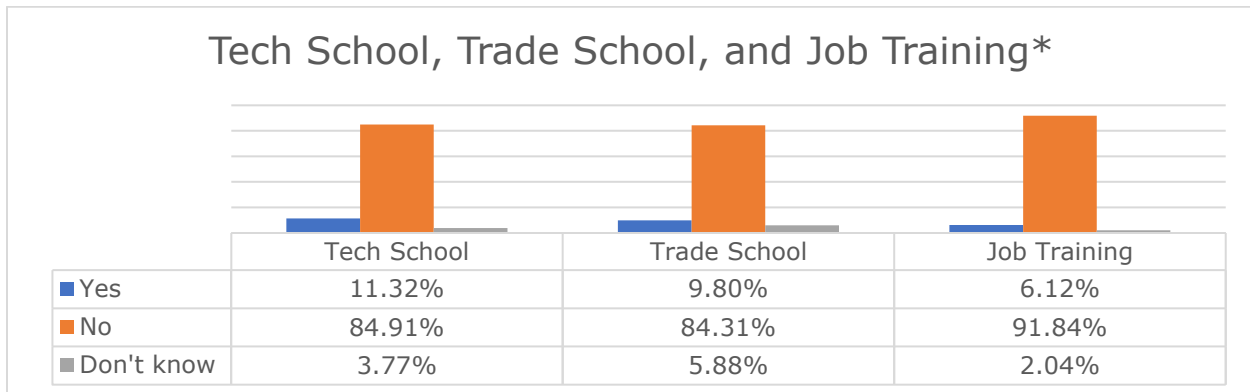
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<sup>11</sup> Level of education, n=53

<sup>12</sup> Enrollment in job training, trade school, or tech school, n=53

**Figure 12**

Pre-/Post- Survey Respondent Self-Reported Enrollment in a Tech School, Trade School, and Job Training



\*Note. n= 53

Program participants were asked if they were enrolled in job training, trade school, or technical school. Most participants were not enrolled in any of these opportunities. Only a minority of survey respondents (11.32%) reported being enrolled in a technical school, which was defined as an institution that offers associate degrees and specific certifications that are necessary to enter technical job fields. Among these participants, one shared that they were studying to be an esthetician, one reported they are doing “*tech work in water and power*,” two shared they were in supply chain and logistics, one shared they were in an extension program. Most program participants (84.91%) were not enrolled in a technical school. The remainder of respondents (3.77%) answered “don’t know” when asked if they were enrolled in a technical school.

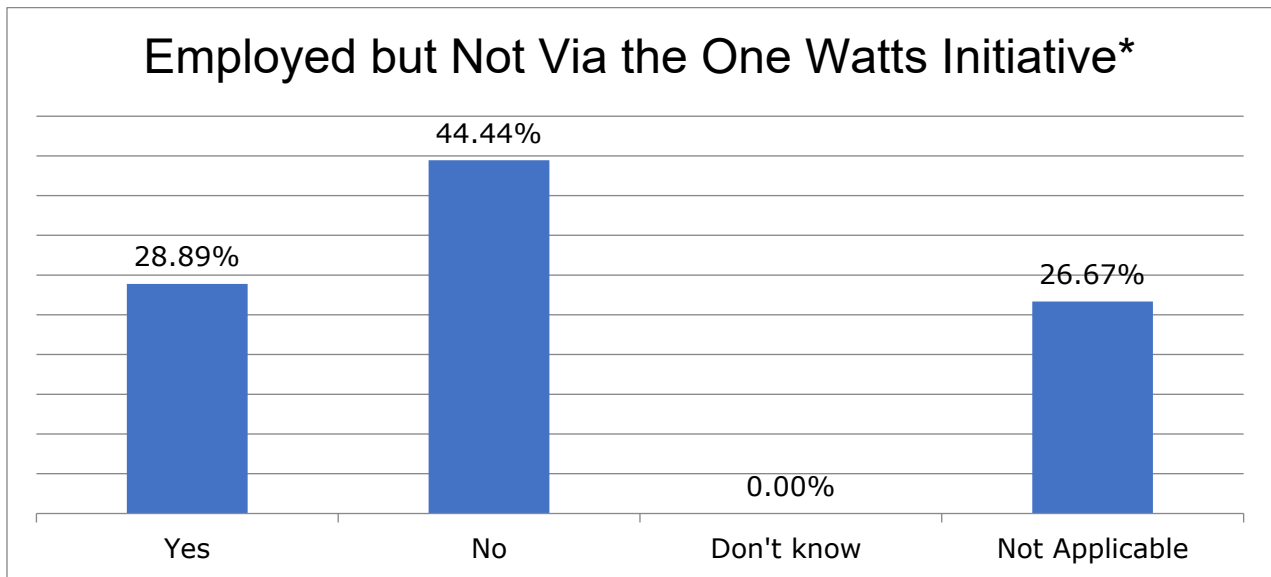
Only a minority of survey respondents (9.8%) reported being enrolled in a trade school, an institution that focuses on education for hands-on careers that requires a base level certification or on-the-job supervised hours to enter, such as auto mechanics, electricians, carpenters, medical assistants, and security guards. The remainder of respondents (5.56%) stated “don’t know” when asked if they were enrolled in a trade school.

Only a minority of survey respondents (6.12%) reported being engaged in job training, which was defined as training that focuses on a specific skill or skill set needed to perform a job. Most participants (91.84%) were not engaged in any job training.

Regarding employment outcomes, most individuals secured their jobs without the support of OW. More survey respondents (28.89%) reported being employed without the support of OW<sup>13</sup> than the survey respondents (26.53%) who secured their job with the support of OW.<sup>14</sup> Figures 13 and 14 represent these findings.

**Figure 13**

Pre-/Post- Survey Respondent Self-Reported Employment Status Not Via the One Watts Initiative



\*Note. n=45

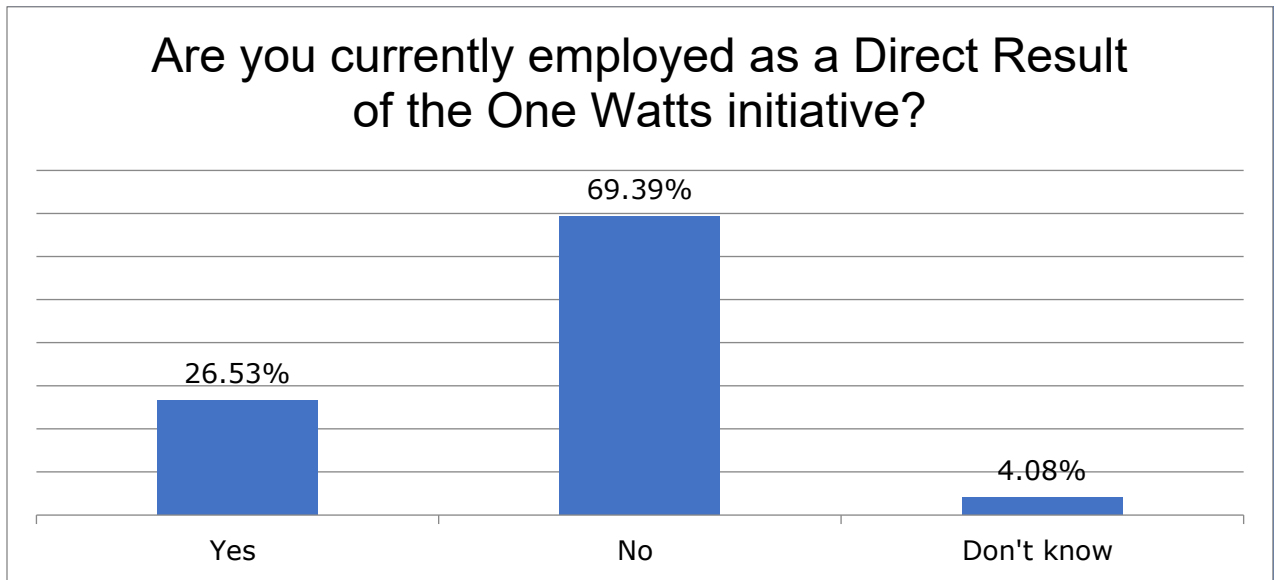
Over one quarter of survey respondents (28.89%) reported being employed, but they did not secure their job with the support of OW. Among these participants, only nine provided information about their position: two individuals reported working as material handlers, with the remainder reporting that they were a food service worker, a childcare provider, a mailperson, a security guard, an intern, a mechanic, or working at WLCAC. All nine of these respondents shared information about the length of the time they had been employed in their position. The longest a respondent had been at their job was nine years, with the most recently employed person stating they had been in their position for only two months.

<sup>13</sup> Employed but not via One Watts, n=45

<sup>14</sup> Employed because of One Watts, n=49

**Figure 14**

Pre-/Post- Survey Respondent Self-Reported Employment Status as a Direct Result of the One Watts Initiative



\*Note. n=49

Over one quarter of survey respondents (26.53%) reported being employed as a direct result of the initiative. Among these respondents, only 13 shared additional information about their position: four individuals reported working as security guards, with the remainder saying they had been employed in construction/electrician, security, usher, assistant manager, cook, administrative assistant, oil changer, hazardous waste cleaner, or staff at a gym. All eleven of these respondents described the length of time they had been employed. The longest a respondent had been at their job was two years, with the most recent person stating they had just been in their job two days at the time the survey was conducted.



For most measures of job satisfaction, those who secured their job through OW<sup>15</sup> were more satisfied than those who did not.<sup>16</sup> For the measure that captured participants' satisfaction with their jobs' standing in their community or the "chance to be 'somebody' in the community," the majority or half (50%) of the individuals who secured their job through OW reported feeling "very happy." Among those who did not secure their job through OW, only 22.22% reported feeling "very happy" for the same measure. More than half (71.43%) of those who secured their job through OW reported feeling "very happy" or "happy" about their job providing steady employment. Among those who did not secure their job through OW, one-third (33.33%) reported feeling "very happy" or "happy" for the same measure. For the measure that captured satisfaction with the pay received for the work completed, the majority of those who did not secure their job through OW were evenly split at 22.22% between feeling "very happy," "happy," and "neutral." Among those who secured their job through OW, the majority (42.86%) reported feeling "happy" about the pay received for the work completed. When it came to satisfaction with the working conditions of their jobs, 22.22% of individuals who secured their jobs without OW were "very unhappy." For the same measure, among the individuals who secured their job through OW, none (0%) expressed feeling "very unhappy."

Results were mixed in one job satisfaction measure: chances for advancement. Regarding satisfaction with the chances of advancement at their job, those who did not secure their job through OW were evenly split at 33.33% between feeling "happy" and "neutral." The majority (42.86%) of participants who secured their position reported feeling "neutral" for the same measure. Figures 15 and 16 provide more details about OW program participants' job satisfaction.

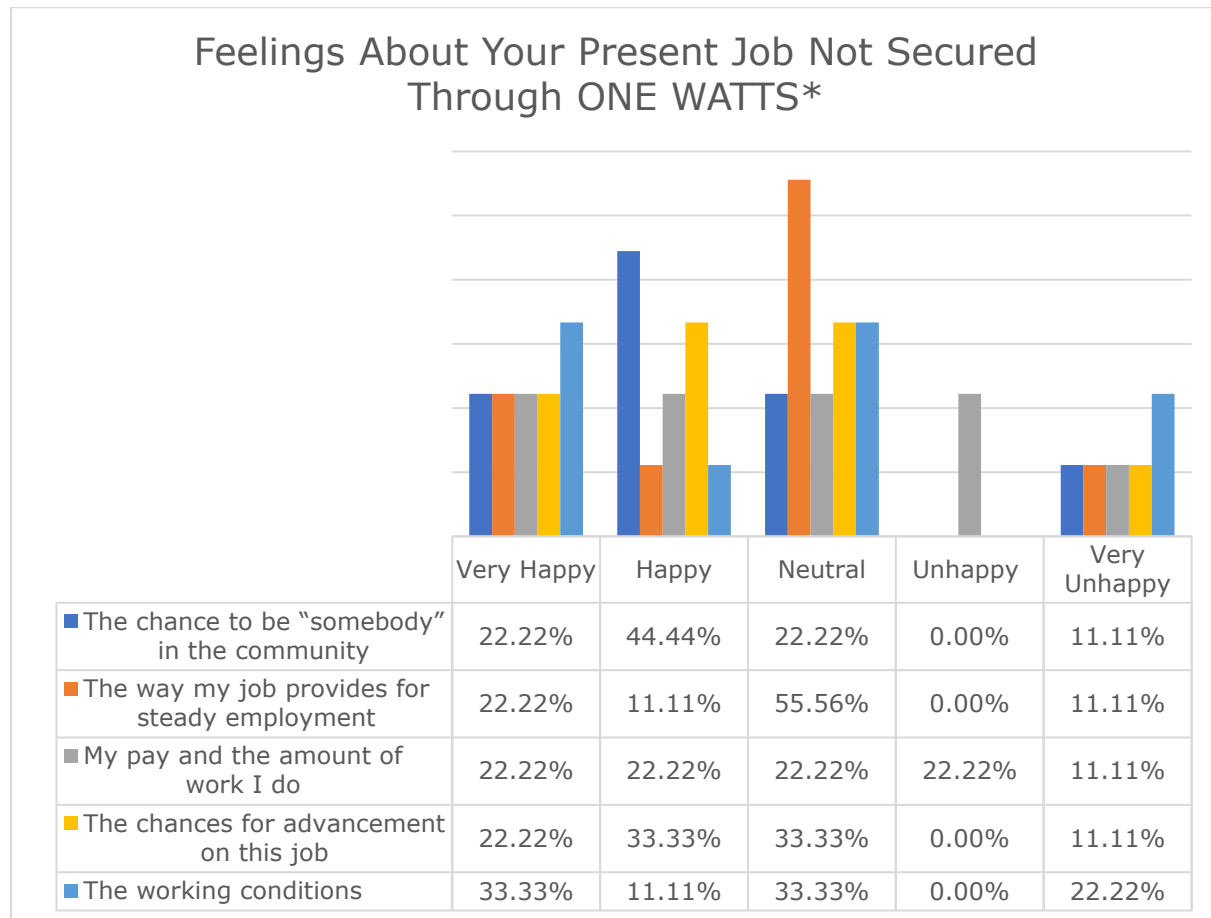
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<sup>15</sup> Feelings about job secured through One Watts, n=14

<sup>16</sup> Feelings about job not secured through One Watts, n=9

**Figure 15**

Pre-/Post- Survey Respondent Self-Reported Feelings About Their Current Job Not Secured Through One Watts

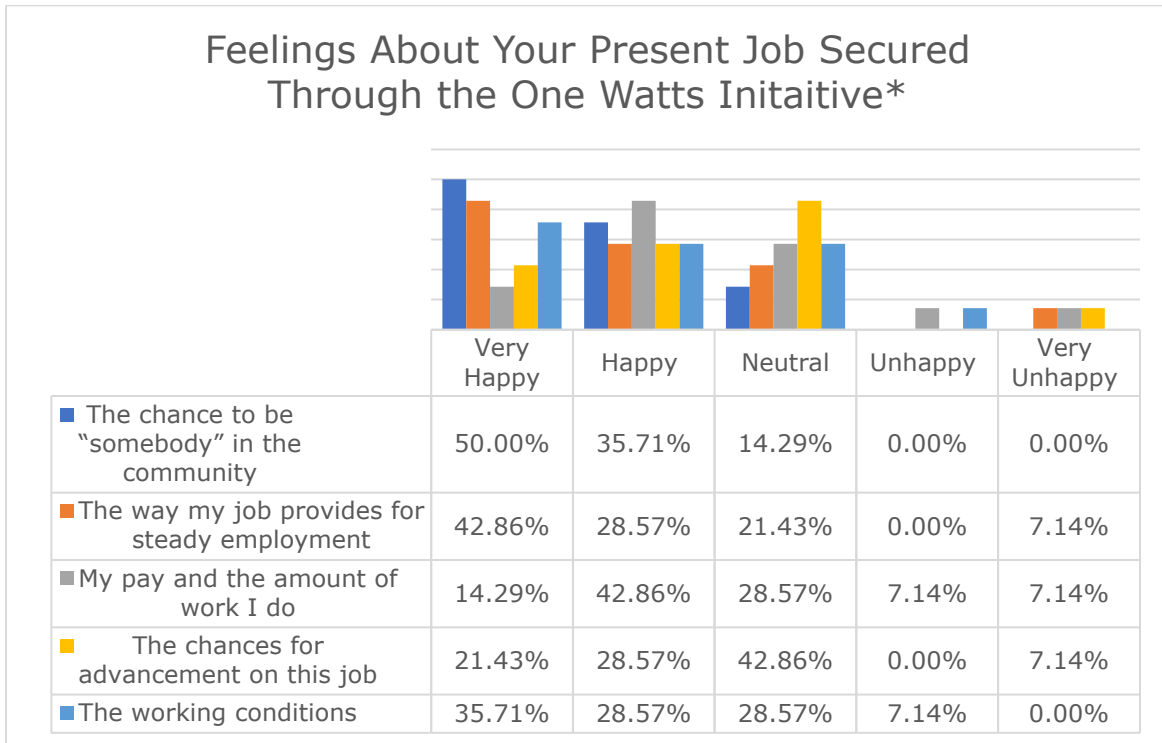


\*Note. n=9

Among those who secured a job without the support of OW, the majority reported feeling “happy” that their job provided the chance for them to be somebody in the community. Over half (55.56%) reported feeling “neutral” about the steady employment provided by their workplace. Participants were evenly split (22.22%) about feeling “very happy,” “happy,” “neutral,” and “unhappy” about their pay and the work they do. Participants were also evenly split about feeling “happy” (33.33%) and “neutral” (33.33%) regarding the opportunity for advancement in their job. Finally, participants were also evenly split about their working conditions; they reported feeling “very happy” (33.33%) and “neutral” (33.33%) equally.

**Figure 16**

Pre-/Post- Survey Respondent Self-Reported Feelings About Their Current Job Secured Through the One Watts Initiative



\*Note. N=14

Among the respondents who secured a job through OW, half of the program participants reported that they were “very happy” about how their job gave them the chance to be “somebody” in the community. Almost forty-three percent (42.86%) of participants felt their job provided steady employment. Similarly, almost forty-three percent (42.86%) felt “neutral” about the pay they receive for the work they do.

Almost half of the participants felt “very happy” (21.43%) or “happy” (28.57%) about the chances for advancement in their job, with a close number of participants (43.86%) feeling “neutral.” Over the phone, one participant shared that their feeling of neutrality came from their employer using them as a statistic. This respondent worked construction in Watts and said she felt like she was getting called to work once a month so that her employer could report that they were employing people from Watts. Finally, 35.71% reported being “very happy” about the working conditions of their job.

The pre-/post- survey asked participants about changes in their support and well-being as a result of being engaged in the One Watts initiative. As Table 3 shows, participants reported an increase in all social support measures after their involvement with OW.<sup>17</sup>

**Table 3**

Pre-/Post- Survey Respondents' Reported Changes in Social Support and Well-being\*

	<b>Weighted Average</b>
BEFORE your involvement with OW, how often did you have someone you could count on to listen to you when you needed to talk?	3
AFTER your involvement with OW, how often did you have someone you could count on to listen to you when you needed to talk?	3.5
BEFORE your involvement with OW, how often did you have someone to give you information to help you understand a situation?	2.58
AFTER your involvement with OW, how often did you have someone to give you information to help you understand a situation?	3.65
BEFORE your involvement with OW, how often did you have someone to give you good advice about a crisis?	2.59
AFTER your involvement with the OW, how often did you have someone to give you good advice about a crisis?	3.67
BEFORE your involvement with OW, how often did you have someone to confide in or talk to about yourself or your problems?	2.5
AFTER your involvement with OW, how often did you have someone to confide in or talk to about yourself or your problems?	3.25
BEFORE your involvement with OW, how often did you have someone whose advice you really wanted?	2.64
AFTER your involvement with OW, how often did you have someone whose advice you really wanted?	2.86

<sup>17</sup> Social support measures included help understanding a situation, advice about a crisis, support finding housing, support finding a job, and accessing support services.

BEFORE your involvement with OW, how often did you have someone to share your most private worries and fears with?	2.42
AFTER your involvement with OW, how often did you have someone to share your most private worries and fears with?	3.25
BEFORE your involvement with OW, how often did you have someone to turn to for suggestions about how to deal with a personal problem?	2.92
AFTER your involvement with OW, how often did you have someone to turn to for suggestions about how to deal with a personal problem?	3.42
BEFORE your involvement with OW, how often did you have someone to provide you support finding housing?	1.9
AFTER your involvement with OW, how often did you have someone to provide you support finding housing?	3.19
BEFORE your involvement with OW, how often did you have someone provide you support getting a job?	2.48
AFTER your involvement with OW, how often did you have someone provide you support getting a job?	3.3
BEFORE your involvement with OW, how often did you have someone to provide you help getting connected to support services ?	2.5
AFTER your involvement with OW, how often did you have someone to provide you help getting connected to support services?	3.76

\*Note. n=38

The pre-/post- survey asked participants about changes in their support and well-being as the result of being engaged in the One Watts initiative. Participants reported an increase in all social support measures. These measures included help understanding a situation, advice about a crisis, support finding housing, support finding a job, and accessing support services.

***What short-term changes in gang activities and conflicts occurred due to OW and its programs?***

Since the launch of OW in October 2020, Watts experienced a decrease in crime. The Los Angeles Police Department (LAPD) provided L&A with a report on violent crime in the Watts community. The data compared crime before (2010-2019) and after (January 2020 to August 2023) implementing the initiative. This ten-year average was essential to understanding the overall impact of OW in terms of a decade-long effort in crime reduction. As Table 4 shows (following page), there was a drop in crime in most crime categories that were analyzed for this report. There was also a decrease in victims shot. However, a slight increase in aggravated assault, grand theft auto, homicide, and shots fired did occur over the course of the initiative. It must be noted that the data provided by LAPD includes June and August 2023 and the initiative was on pause for July 2023. August 2023 was also the month the community of Watts experienced a mass shooting that injured nine and resulted in the loss of two lives.

**Table 4**

Los Angeles Police Department (LAPD) Watts Gang Related Ten-Year Crime Comparison

	Ten Year Average (2010-2019)	~Three Year Average (Jan. 2020-Aug. 2023)	# DIFF	% Change
Aggravated Assault	330.3	395.25	64.95	16%
Burglary or Theft from Motor Vehicle	236.5	177.5	-59	-33%
Burglary	237.8	64.5	-173.3	-269%
Grand Theft Auto	240	270.5	30.5	11%
GTP	35.1	19.25	-15.85	-82%
Homicide	11.6	14.25	2.65	19%
Rape	27.4	17.75	-9.65	-54%
Robbery	256.7	139.25	-117.45	-84%
Theft	196.9	134.5	-62.4	-46%
<b>TOTAL</b>	<b>1572.3</b>	<b>1232.25</b>	<b>-340.05</b>	<b>-28%</b>
Shots fired	112.2	113.75	1.55	1%
Victims Shot	56.4	54.75	-1.65	-3%

***What, if any, changes occurred in the community as a result of OW? How did families and community residents describe and respond to any discernible changes in the program participants?***

OW served individuals and families in Watts. It did this primarily through its hiring practices and its two peer parenting support programs: Fathers on the Move and Motivated Mothers. These implicit and explicit family support services were described by One Watts stakeholders as positively impacting Watts families.

**Hiring Practices**

OW itself was an employment service. The initiative hired residents from Watts. By the end of the third year, the entire staff were Watts community members. Program Manager Kristal Gilmore described the power of this unique work environment:

*I come from the community. I see people that watched me grow up get out of prison and come home and land a job, and a job that they are passionate about is amazing. I see people I grew up with and watch them strive and take care of their families. It drives me to go harder for them.*

Kristal's experience shows how working as part of OW was more than a job—for her, it was an extension of herself, her life, and her community. The impact this had on the quality of services program participants received was clear. “*The community atmosphere. It makes me feel connected to my community,*” was how one participant described receiving services through the initiative.

Participants agreed that by hiring staff from the community, violence is prevented and interrupted because staff can leverage their relationships and connections to ensure community residents are safe. One person shared their perspective on why this is the case:

*It's just a respect level... I can say a high percent of Watts got like more respect for each other, you know what I'm saying?...Somewhere everybody got a cousin or family member from everywhere. You're seeing some kind of unity...the fact, like, is like you have an OG, or people that kids' people know, they got more respect than just outsiders coming in.*

As this participant notes, having community members working in the initiative secures the respect of the community, which makes it easier to ensure unity. This perspective highlights an unintended impact of the initiative's hiring practices: they serve as a de facto violence prevention program. Watts' residents working for the initiative are best suited to leverage their relationships to support safety and unity.

### **Programing for Mothers and Fathers**

OW developed Fathers on the Move and Motivated Mothers to support Watts' families. Fathers on the Move aimed to strengthen fathers in Watts by creating a space for critical dialogue while providing support services for the group members. Motivated Mothers aimed to support and work with Watts mothers to advance personal development, self-care, and mental and physical well-being. L&A collected surveys



from individuals who participated in these programs, including 8 responses from Fathers on the Move and 21 surveys from Motivated Mothers.

### ***Fathers on the Move***

Dads engaged in the Fathers on the Move program portrayed it primarily as an opportunity to give and receive support from other fathers. They viewed the program as a resource for fathers, a population largely overlooked in service delivery in Watts. Fathers reported learning about the program through word of mouth and staff from the WGTF and/or OW. Overall, 80% of survey respondents expressed being “very satisfied” with Fathers on the Move, with 20% stating they were “happy” with the program. They also converged on one major recommendation: the wish for more events for fathers and their children. All the fathers explained that what they appreciated most about the program was the space to be together to talk about their lives and children.

### ***Motivated Mothers***

Women in the Motivated Mothers program described it as a space where there is an opportunity to give and receive support from other parents, as well as a place to obtain education about issues that impact them and their children. Participants reported connecting to the program through the initiative’s staff, social media, and word of mouth. Overall, 90.48% of the participants expressed being “very satisfied” with the program, and the remaining 9.52% feeling “neutral” about the program. While most participants shared that they would change nothing about the program, four participants had a fervent request to host more meetings. All the mothers shared that what they appreciated most about the program was the advice and support the women provided each other.

## Conclusion

OW exceeded its goals despite the challenges it faced. However, when the initiative paused in June 2023, its absence was immediately felt: a mass shooting occurred in Watts. When this occurred, the WGTF was the first organization Los Angeles' Mayor Karen Bass turned to for guidance. For the safety and future of Watts, based on the learnings of this evaluation, it is imperative that the WGTF:

- **Identify a new fiscal sponsor.** Throughout the three years of the evaluation, HACLA repeatedly delayed the release of funds for programming and completely failed to release capacity-building funds that may have ensured OW did not have to pause. The one positive learning from HACLA's mismanagement was the profound need to a new fiscal sponsor. Without the ability to access and use funds in a manner that aligns with the funder's purpose and program goals in the future, the efforts of the WGTF will continue to be limited and interrupted. More than anything, these obstacles block the pathway to public safety, which, in the end, is the deepest goal of the WGTF.
- **Identify and secure funding for the ambassadors.** The ambassador program was a unique and shining contribution of the WGTF to OW. The ambassador program created employment opportunities for Watts residents with difficulty securing jobs due to their criminal records. The ambassador program was able to create peace in Watts *and* deliver a service that none of the WGTF's core partners (e.g., CII and HACLA) or extended partners (i.e., GRYD, LAPD, LAUSD, and elected officials) provide. The ambassador program focuses on ensuring community safety that can include but is not limited to gang violence prevention and intervention. Moreover, the ambassador program and its success is appealing to potential funders, like the Mayor's Office. This appeal may result in the funding necessary to re-instate paid staff for the WGTF and OW. For these reasons, as the WGTF seeks new funding and resources, it should focus on developing the ambassador program, including ensuring that ambassadors are properly compensated for their work.
- **Budget for an executive director if new funds are secured.** As the WGTF learned from Ms. Riddle's labor: an executive director position is necessary when managing grants and the day-to-day operation of a program, including supervising the staff, managing partner relations, and communicating with and engaging the board. Future grant applications must build in an executive director position in the budget.

- **Advocate for localized funding.** One environmental challenge that the WGTF faced was the loss of funding to large organizations without roots or local leadership in Watts. This contextual factor cannot be overlooked. Because of this, the WGTF must advocate for a localized funding strategy that supports small, community-based organizations and their unique needs.
- **Prioritize the recruitment of new board members.** The advancement of the recommendations listed here requires an energetic, working board. As the evaluation brought to light, in the three years of the initiative, a small minority of board members had to step in to address the pressing programmatic needs of the initiative, like managing the grant and hiring staff. For board members like Ms. Riddle, this level of work burnt them out. Unfortunately, once the funding for OW was depleted, the WGTF once again became dependent on its volunteer board to conduct all programming, outreach, and general operations. For the valuable work of the WGTF to continue, the organization's board must recruit and onboard new members.

By advancing the recommendations above, the WGTF will begin to take the necessary steps to ensure its longevity and, in doing so, the safety of the Watts community.

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## APPENDIX A

# One Watts Participant Survey<sup>18</sup>

*Thank you for taking the time to complete this survey! We want to understand the impact of the One Watts initiative, which is why we are speaking to participants like you who participated or are currently in the program. Your completion of this survey provides the Watts Gang Task Force (WGTF) important information to support and improve the One Watts initiative. The following questions will take about 5-15 minutes.*

*Do you have any questions? Are you ready to start?*

**What nickname would you like to use for the survey?** \_\_\_\_\_

### Part I: Employment & Training

*The first set of questions relate to your current training, employment status, and, if you have a job, job satisfaction.*

**Are you currently enrolled in a tech school** (i.e., an institution that offers associate's degrees and certain certifications that are necessary to enter technical job fields)?

YES NO

If YES. If so, what kind of school and training?

---

**Are you currently enrolled in a trade school** (i.e., an institution that focuses on hands-on careers that require a base level certification or a specific number of on-the-job supervised hours to enter, like auto mechanics, electricians, carpenters, and medical assistants)?

YES NO

If YES. If so, what kind of trade school?

---

**Are you currently doing any job training** (e.g., training that focuses on a specific skill or skill set needed to perform a job)?

YES NO

If YES. If so, what kind of training?

---

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<sup>18</sup> If text is crossed out in the survey, it is because the question was deleted in the second year of the initiative. Shortening the survey resulted in securing a higher response rate. This change was in response to feedback from participants who completed the survey in the first year of the evaluation.

Are you currently employed as a DIRECT RESULT of the One Watts initiative? YES NO

*If YES, then the logic will be set for the following questions to populate:*

What is your present job called?

\_\_\_\_\_

What do you do on your present job?

\_\_\_\_\_

How long have you been in your present job? \_\_\_ years \_\_\_ months

*The following questions are going to ask about your feelings about your present job. Please be honest and give a true picture of your feelings about your present job. Ask yourself: How satisfied am I with this aspect of my job?*

*Can you please tell me how satisfied you are with the following aspects of your job:*

**The chance to be “somebody” in the community**

Very Happy Happy Neutral Unhappy Very Unhappy

**The way my job provides for steady employment**

Very Happy Happy Neutral Unhappy Very Unhappy

**My pay and the amount of work I do**

Very Happy Happy Neutral Unhappy Very Unhappy

**The chances for advancement on this job**

Very Happy Happy Neutral Unhappy Very Unhappy

**The working conditions**

Very Happy Happy Neutral Unhappy Very Unhappy

*If NO, then the logic will be set for the following questions to populate:*

While **NOT** a result of the One Watts initiative, are you currently employed?

YES NO

**If YES, then the logic will be set for the following questions to populate:**

**What is your present job called?**

---

**What do you do on your present job?**

---

**How long have you been in your present job? \_\_\_ years \_\_\_ months**

*The following questions are going to ask about your feelings about your present jobs. Please be honest and give a true picture of your feelings about your present job. Ask yourself: How satisfied am I with this aspect of my job?*

**Can you please tell me how satisfied you are with the following aspects of your job:**

**The chance to be “somebody” in the community**

Very Happy    Happy    Neutral    Unhappy    Very Unhappy

**The way my job provides for steady employment**

Very Happy    Happy    Neutral    Unhappy    Very Unhappy

**My pay and the amount of work I do**

Very Happy    Happy    Neutral    Unhappy    Very Unhappy

**The chances for advancement on this job**

Very Happy    Happy    Neutral    Unhappy    Very Unhappy

**The working conditions**

Very Happy    Happy    Neutral    Unhappy    Very Unhappy

Part III: Support

*People sometimes look to others for companionship, assistance, or other types of support. The following questions ask about your social support BEFORE and AFTER your involvement with the One Watts initiative.*



A. *Emotional and Informational support*

~~BEFORE your involvement with the One Watts initiative, how often did you have someone you could count on to listen to you when you needed to talk?~~

~~None of the Time — Rarely — Some of the Time — Often — All of the Time~~

~~AFTER your involvement with the One Watts initiative, how often did you have someone you could count on to listen to you when you needed to talk?~~

~~None of the Time — Rarely — Some of the Time — Often — All of the Time~~

**BEFORE your involvement with the One Watts initiative, how often did you have someone to give you information to help you understand a situation?**

None of the Time      Rarely    Some of the Time      Often    All of the Time

**AFTER your involvement with the One Watts initiative, how often did you have someone to give you information to help you understand a situation?**

None of the Time      Rarely    Some of the Time      Often    All of the Time

**BEFORE your involvement with the One Watts initiative, how often did you have someone to give you good advice about a crisis?**

None of the Time      Rarely    Some of the Time      Often    All of the Time

**AFTER your involvement with the One Watts initiative, how often did you have someone to give you good advice about a crisis?**

None of the Time      Rarely    Some of the Time      Often    All of the Time

~~BEFORE your involvement with the One Watts initiative, how often did you have someone to confide in or talk to about yourself or your problems?~~

~~None of the Time — Rarely — Some of the Time — Often — All of the Time~~

~~AFTER your involvement with the One Watts initiative, how often did you have someone to confide in or talk to about yourself or your problems?~~

~~None of the Time — Rarely — Some of the Time — Often — All of the Time~~

**BEFORE your involvement with the One Watts initiative, how often did you have someone whose advice you really wanted?**

None of the Time      Rarely    Some of the Time      Often    All of the Time

**AFTER your involvement with the One Watts initiative, how often did you have someone whose advice you really wanted?**

None of the Time      Rarely    Some of the Time      Often    All of the Time

~~**BEFORE** your involvement with the One Watts initiative, how often did you have someone to share your most private worries and fears with?~~

~~None of the Time — Rarely — Some of the Time — Often — All of the Time~~

~~**AFTER** your involvement with the One Watts initiative, how often did you have someone to share your most private worries and fears with?~~

~~None of the Time — Rarely — Some of the Time — Often — All of the Time~~

~~**BEFORE** your involvement with the One Watts initiative, how often did you have someone to turn to for suggestions about how to deal with a personal problem?~~

~~None of the Time — Rarely — Some of the Time — Often — All of the Time~~

~~**AFTER** your involvement with the One Watts initiative, how often did you have someone to turn to for suggestions about how to deal with a personal problem?~~

~~None of the Time — Rarely — Some of the Time — Often — All of the Time~~

~~**BEFORE** your involvement with the One Watts initiative, how often did you have someone who understood your problems?~~

~~None of the Time — Rarely — Some of the Time — Often — All of the Time~~

~~**AFTER** your involvement with the One Watts initiative, how often did you have someone who understood your problems?~~

~~None of the Time — Rarely — Some of the Time — Often — All of the Time~~

*A. Tangible Support*

~~**BEFORE** your involvement with the One Watts initiative, how often did you have someone to provide you support finding housing?~~

~~None of the Time      Rarely      Some of the Time      Often      All of the Time~~

~~**AFTER** your involvement with the One Watts initiative, how often did you have someone to provide you support finding housing?~~

~~None of the Time      Rarely      Some of the Time      Often      All of the Time~~

~~**BEFORE** your involvement with the One Watts initiative, how often did you have someone provide you support getting a job?~~

~~None of the Time      Rarely      Some of the Time      Often      All of the Time~~

**AFTER your involvement with the One Watts initiative, how often did you have someone provide you support getting a job?**

None of the Time      Rarely    Some of the Time      Often    All of the Time

**BEFORE your involvement with the One Watts initiative, how often did you have someone to provide you help getting connected to support services** (e.g., support with paying for transportation; securing housing; paying for things associated with my employment or job, like union fees or tools I need for work; support getting documents together to enroll in One Watts, like an ID card or a social security card; and support with job search and readiness, like resumes, mock interviews, and clothes for interviews or a job)?

None of the Time      Rarely    Some of the Time      Often    All of the Time

**AFTER your involvement with the One Watts initiative, how often did you have someone to provide you help getting connected to support services** (e.g., support with paying for transportation; securing housing; paying for things associated with my employment or job, like union fees or tools I need for work; support getting documents together to enroll in One Watts, like an ID card or a social security card; and support with job search and readiness, like resumes, mock interviews, and clothes for interviews or a job)?

None of the Time      Rarely    Some of the Time      Often    All of the Time

Part IV: One Watts Experience

We are nearing the end of the survey. The following questions ask about how satisfied are you with the services provided by the One Watts initiative.

**How did you hear about or become aware of the One Watts initiative?**

\_\_\_\_\_

**What month and year did you join the One Watts initiative?**

\_\_\_\_\_

**What do you think is the purpose of the One Watts initiative?**

\_\_\_\_\_

**Please select all of the services, programs, and supports you received through the One Watts initiative:**

- Tech school (i.e., an institution that offers associate's degrees and certain certifications that are necessary to enter technical job fields)
- (i.e., an institution that focuses on hands-on careers that require a base level certification or a specific number of on-the-job supervised hours to enter, like auto mechanics, electricians, carpenters, and medical assistants)
- Job Training (e.g., training that focuses on a specific skill or skill set needed to perform a job)
- Motivated Mothers
- Fathers on the Move

- Empowerment Tables/Peace tables and conflict resolution
- Peace events
- Support with paying for transportation
- Support securing housing
- Support paying for things associated with my employment or job (for example, paying union fees or purchasing tools I need for work)
- Support getting documents together to enroll in One Watts (for example, an ID card, a social security card)
- Support with job search and readiness (Resumes, mock interviews, interview clothing, clothes for the job)

**Are there any services, programs, and supports you still need:**

- Tech school (i.e., an institution that offers associate’s degrees and certain certifications that are necessary to enter technical job fields)
- (i.e., an institution that focuses on hands-on careers that require a base level certification or a specific number of on-the-job supervised hours to enter, like auto mechanics, electricians, carpenters, and medical assistants)
- Job Training (e.g., training that focuses on a specific skill or skill set needed to perform a job)
- Motivated Mothers
- Fathers on the Move
- Empowerment Tables/Peace tables and conflict resolution
- Peace events
- Support with paying for transportation
- Support securing housing
- Support paying for things associated with my employment or job (for example, paying union fees or purchasing tools I need for work)
- Support getting documents together to enroll in One Watts (for example, an ID card, a social security card)
- Support with job search and readiness (Resumes, mock interviews, interview clothing, clothes for the job)

**How satisfied are you with the services provided by One Watts initiative?**

Very Happy    Happy    Neutral    Unhappy    Very Unhappy

**If you could change one thing about this program, what would it be? \_\_\_\_\_**

**What do you like best about participating in this program? \_\_\_\_\_**

Part V: Demographics

**What is your gender identity?** \_\_\_\_\_

**What is your age in years?** \_\_\_\_\_

**What is the highest degree or level of school you have completed? (If you're currently enrolled in school, please indicate the highest degree you have received.)**

**Less than a high school diploma**

**High school degree or equivalent (e.g., GED)**

**Some college, no degree**

**Associate degree (e.g., AA, AS)**

**Bachelor's degree (e.g., BA, BS)**

**Graduate education: (please describe) \_\_\_\_\_**

*As a final question, we are now going to ask about your race and ethnicity.*

**Please let me know ALL the boxes that apply. You may report more than one race/ethnicity.**

- American Indian or Alaskan native
- Asian—Provide details below.
  - Chinese
  - Japanese
  - Filipino
  - Korean
  - Vietnamese
  - Asian Indian
  - Laotian
  - Cambodian
  - Other: \_\_\_\_\_
- Black or African American
- Hispanic, Latino, or Spanish
- Middle Eastern or North African
- Native Hawaiian or Other Pacific Islander
  - Native Hawaiian
  - Guamanian
  - Samoan
  - Other: \_\_\_\_\_
- White
- Other ethnic origin, ethnicity, or race: \_\_\_\_\_

## APPENDIX B

# Fathers on the Move Participant Survey

*Thank you for taking the time to complete this survey! We want to understand the impact of the One Watts initiative's Fathers on the Move program, which is why we are speaking to participants like you who participated or are currently in the program. Your completion of this survey provides the Watts Gang Task Force (WGTF) important information to support and improve the One Watts initiative. The following questions will take about 5-15 minutes.*

**What nickname would you like to use for the survey?** \_\_\_\_\_

**How did you hear about or become aware of Fathers on the Move?**

- Staff of One Watts or the Watts Gang Task Force
- At an event
- Social media (e.g., Facebook or Instagram)
- Other: (please fill in) \_\_\_\_\_

**What year did you first hear about Fathers on the Move?**

- 2021
- 2020
- Other: \_\_\_\_\_

**What do you think is the purpose of Fathers on the Move?**

- To connect with other parents like me
- To see my kids
- Education on issues that impact me and my kid/s (e.g., workshops, trainings, guest speakers)
- To give and receive support from other parents like me
- Other: (please fill-in) \_\_\_\_\_

**Please select all of the services, programs, and supports you received through Fathers on the Move (check all that apply)**

- Tech school (i.e., an institution that offers associate's degrees and certain certifications that are necessary to enter technical job fields)
- Vocational school (i.e., an institution that focuses on hands-on careers that require a base level certification or a specific number of on-the-job supervised hours to enter, like auto mechanics, electricians, carpenters, and medical assistants)
- Job Training (e.g., training that focuses on a specific skill or skill set needed to perform a job)
- Fathers on the Move
- Empowerment Tables/Peace tables and conflict resolution
- Peace events
- Support with paying for transportation
- Support securing housing
- Support paying for things associated with my employment or job (for example, paying union fees or purchasing tools I need for work)
- Support getting documents together to enroll in One Watts (for example, an ID card, a social security card)

- Support with job search and readiness (Resumes, mock interviews, interview clothing, clothes for the job)
- Other: (please describe) \_\_\_\_\_

**How satisfied are you with the services provided by Fathers on the Move? (circle one)**

Very Happy    Happy    Neutral    Unhappy    Very Unhappy

**If you could change one thing about this program, what would it be? (Please describe)**

**What do you like best about participating in this program? (Please describe)**

**What is your gender identity?**

- Male
- Female
- Other

**What is your age in years? \_\_\_\_\_**

**What is the highest degree or level of school you have completed? (If you're currently enrolled in school, please indicate the highest degree you have received.)**

- Less than a high school diploma
- High school degree or equivalent (e.g., GED)
- Some college, no degree
- Associate degree (e.g., AA, AS)
- Bachelor's degree (e.g., BA, BS)
- Graduate education: (please describe) \_\_\_\_\_

**Please let me know ALL the boxes that apply. You may report more than one race/ethnicity.**

- American Indian or Alaskan native
- Asian—Provide details below.
  - Chinese
  - Japanese
  - Filipino
  - Korean
  - Vietnamese
  - Asian Indian
  - Laotian
  - Cambodian
  - Other: \_\_\_\_\_
- Black or African American
- Hispanic, Latino, or Spanish
- Middle Eastern or North African
- Native Hawaiian or Other Pacific Islander—Provide details below.
  - Native Hawaiian
  - Guamanian
  - Samoan
  - Other: \_\_\_\_\_

- White
- Other ethnic origin, ethnicity, or race



## APPENDIX C

# Motivated Mothers Participant Survey

*Thank you for taking the time to complete this survey! We want to understand the impact of the One Watts initiative's Motivated Mothers program, which is why we are speaking to participants like you who participated or are currently in the program. Your completion of this survey provides the Watts Gang Task Force (WGTF) important information to support and improve the One Watts initiative. The following questions will take about 5-15 minutes.*

**What nickname would you like to use for the survey?** \_\_\_\_\_

**How did you hear about or become aware of Motivated Mothers?**

- Staff of One Watts or the Watts Gang Task Force
- At an event
- Social media (e.g., Facebook or Instagram)
- Other: (please fill in) \_\_\_\_\_

**What year did you first hear about Motivated Mothers?**

- 2021
- 2020
- Other: \_\_\_\_\_

**What do you think is the purpose of Motivated Mothers?** To connect with other parents like me

- To see my kids
- Education on issues that impact me and my kid/s (e.g., workshops, trainings, guest speakers)
- To give and receive support from other parents like me
- Other: (please fill-in) \_\_\_\_\_

**Please select all of the services, programs, and supports you received through Motivated Mothers:**

- Tech school (i.e., an institution that offers associate's degrees and certain certifications that are necessary to enter technical job fields)
- Vocational school (i.e., an institution that focuses on hands-on careers that require a base level certification or a specific number of on-the-job supervised hours to enter, like auto mechanics, electricians, carpenters, and medical assistants)
- Job Training (e.g., training that focuses on a specific skill or skill set needed to perform a job)
- Fathers on the Move
- Empowerment Tables/Peace tables and conflict resolution
- Peace events
- Support with paying for transportation
- Support securing housing
- Support paying for things associated with my employment or job (for example, paying union fees or purchasing tools I need for work)
- Support getting documents together to enroll in One Watts (for example, an ID card, a social security card)
- Support with job search and readiness (Resumes, mock interviews, interview clothing, clothes for the job)
- Other: (please describe) \_\_\_\_\_

**How satisfied are you with the services provided by Motivated Mothers?**

Very Happy    Happy    Neutral    Unhappy    Very Unhappy

**If you could change one thing about this program, what would it be?** (Please describe)

**What do you like best about participating in this program?** (Please describe)

**What is your gender identity?**

- Male
- Female
- Other

**What is your age in years?** \_\_\_\_\_

**What is the highest degree or level of school you have completed? (If you're currently enrolled in school, please indicate the highest degree you have received.)**

- Less than a high school diploma
- High school degree or equivalent (e.g., GED)
- Some college, no degree
- Associate degree (e.g., AA, AS)
- Bachelor's degree (e.g., BA, BS)
- Graduate education: (please describe) \_\_\_\_\_

**Please let me know ALL the boxes that apply. You may report more than one race/ethnicity.**

- American Indian or Alaskan native
- Asian—Provide details below.
  - Chinese
  - Japanese
  - Filipino
  - Korean
  - Vietnamese
  - Asian Indian
  - Laotian
  - Cambodian
  - Other: \_\_\_\_\_
- Black or African American
- Hispanic, Latino, or Spanish
- Middle Eastern or North African
- Native Hawaiian or Other Pacific Islander—Provide details below.
  - Native Hawaiian
  - Guamanian
  - Samoan
  - Other: \_\_\_\_\_
- White

Other ethnic origin, ethnicity, or race: \_\_\_\_\_