DATE: February 27, 2020, Regular Meeting
TIME: 9:30 AM
PLACE: Board of Supervisors' Chambers

AGENDA

-- The recommended actions appearing on the agenda are those recommended by staff. The Committee may take other actions relating to the issues as may be determined following consideration of the matter and discussion of the recommended actions.

-- Items that will require action by the Board of Supervisors may be forwarded to a future Board of Supervisors meeting for consideration.

-- Language interpretation services are available. Please contact the Office of the Clerk of the Board at (408) 299-5001 no less than three business days prior to the meeting to request an interpreter.

-- Persons wishing to address the Committee on any item on the agenda are requested to complete a Request to Speak Form and give it to the Deputy Clerk so the Chairperson may call speakers to the podium when the item is considered. Request to Speak Forms must be submitted prior to the start of public comment for the desired item, and for items on the Consent Calendar or added to the Consent Calendar, prior to the call for public comment on the Consent Calendar.

-- In compliance with the Americans with Disabilities Act and the Brown Act, those requiring accommodations in this meeting should notify the Clerk of the Board's Office 24 hours prior to the meeting at (408) 299-5001, or TDD (408) 993-8272.

-- To obtain a copy of any supporting document that is available, contact the Office of the Clerk of the Board at (408) 299-5001.

-- Any disclosable public records related to an open session item on a regular meeting agenda and distributed by the County to all or a majority of the Board of Supervisors (or any other commission, or board or committee) less than 72 hours prior to that meeting are available for public inspection at the Office of the Clerk of the Board, 70 West Hedding Street, 10th Floor, during normal business hours.

-- Persons wishing to use the County’s systems to present audio/video materials when addressing the Committee must provide the materials to the Office of the Clerk of the Board at least two business days in advance of the meeting. Speakers with audio/video materials must adhere to the same time limits as other speakers and will not be granted additional time to address the Committee. The County does not guarantee the ability to present audio/video material, and the Chairperson may limit or prohibit the use of the County’s systems for the presentation of such material.

COMMUTE ALTERNATIVES: The Board of Supervisors encourages the use of commute alternatives including bicycles, carpooling, and hybrid vehicles. Public transit access is available to and from the County Government Center, 70 West Hedding St., San Jose, California by VTA Light Rail and bus lines 61 and 181. For trip planning information, visit www.vta.org or contact the VTA Customer Service Department at (408) 321-2300.

Notice to the Public

Please be advised that Supervisors Dave Cortese and Cindy Chavez preside over both the Children, Seniors, and Families Committee (CSFC) and the Finance and Government Operations Committee (FGOC), and constitute a quorum of both Committees.
This meeting is therefore noticed as both a CSFC and FGOC meeting. However, this meeting focuses on items under the purview of the Children, Seniors, and Families Committee.

## Opening

1. Call to Order.
2. Public Comment.

This item is reserved for persons desiring to address the Committee on any matter not on this agenda. Members of the public who wish to address the Committee on any item not listed on the agenda should complete a Request to Speak Form and place it in the tray near the podium. The Chairperson will call individuals to the podium in turn.

Speakers are limited to the following: three minutes if the Chairperson or designee determines that five or fewer persons wish to address the Committee; two minutes if the Chairperson or designee determines that between six and fourteen persons wish to address the Committee; and one minute if the Chairperson or designee determines that fifteen or more persons wish to address the Committee. All Request to Speak Forms must be submitted prior to the start of Public Comment.

The law does not permit Committee action or extended discussion of any item not on the agenda except under special circumstances. If Committee action is requested, the Committee may place the matter on a future agenda. Statements that require a response may be referred to staff for reply in writing.

3. Approve Consent Calendar and changes to the Committee's Agenda.

   Items removed from the Consent Calendar will be considered at the end of the regular agenda for discussion. The Committee may also add items on the regular agenda to the Consent Calendar.

Notice to the public: there is no separate discussion of Consent Calendar items, and the recommended actions are voted on in one motion. If an item is approved on the consent vote, the specific action recommended by staff is adopted. Members of the public who wish to address the Committee on Consent Calendar items should comment under this item. Each speaker is limited to two minutes total.

## Regular Agenda - Items for Discussion

4. Approve revised Calendar Year 2020 Children, Seniors, and Families Committee meeting schedule. (ID# 100062)

5. Receive report from the Senior Care Commission relating to proposed collaboration with the Second Harvest Food Bank and forward to the Board of Supervisors for approval. (ID# 99789)

6. Receive report from the Roads and Airports Department relating to the use of leaded aviation gasoline at Reid-Hillview and San Martin Airports. (ID# 100436)
7. Receive quarterly report from the Office of the County Executive and the Facilities and Fleet Department relating to the Vietnamese American Service Center. (ID# 100478)

8. Receive report from the Office of the County Executive relating to the expansion of recruitment and retention efforts for transgender, gender-nonconforming, nonbinary, and gender diverse employees, applicants, and contractors. (Referral from October 22, 2019 Board of Supervisors meeting, Item No. 11) (ID# 100435)

9. Receive report from the Social Services Agency relating to Summer Camps and Enrichment Activities Program. (ID# 100283)

10. Receive report from the Probation Department relating to the Neighborhood Safety/Services Unit. (ID# 100288)

11. Receive report from the Office of Cultural Competency, the Department of Family and Children's Services, and the Probation Department relating to the Cross Systems Coordinated Report to Support Child Safety and Well-Being. (ID# 100117)

12. Receive verbal report from Department of Child Support Services Director.

13. Receive verbal report from Social Services Agency Director.

**Consent Calendar**

14. Minutes approval.
   
a. Approve minutes of the October 31, 2019 Special Meeting.

b. Approve minutes of the November 20, 2019 Special Meeting.

c. Approve minutes of the December 20, 2019 Regular Meeting.

d. Approve minutes of the January 9, 2020 Regular Meeting.

**Adjourn**

15. Adjourn. The next regular meeting of the Children, Seniors, and Families Committee that focuses on items under the purview of the Children, Seniors, and Families Committee is on Thursday, March 26, 2020 at 9:30 a.m. in the Board of Supervisors' Chambers, County Government Center, 70 West Hedding Street, San Jose.
DATE: February 27, 2020
TO: Children, Seniors, and Families Committee
FROM: Megan Doyle, Clerk of the Board
SUBJECT: Revised 2020 CSFC Meeting Schedule

RECOMMENDED ACTION
Approve revised Calendar Year 2020 Children, Seniors, and Families Committee meeting schedule.

LINKS:
- Linked To: 99715: Approve calendar year 2020 Committee meeting schedule.

ATTACHMENTS:
- Revised 2020 CSFC Meeting Schedule (PDF)
Children, Seniors, and Families Committee (CSFC)  
Revised 2020 Meeting Schedule  

Meetings are held in the Board of Supervisors’ Chambers, 1st Floor, County Government Center, 70 West Hedding Street, San Jose, except where noted.  

Regular Meetings  

- Thursday, February 27, at 9:30 a.m.  
- Thursday, March 26, at 9:30 a.m.  
- Thursday, April 23, at 9:30 a.m.  
- Thursday, May 28, at 9:30 a.m.  
- Thursday, June 25, at 9:30 a.m.  
- Thursday, August 27, at 9:30 a.m.  
- Thursday, September 24, at 9:30 a.m.  
- Thursday, October 22, at 9:30 a.m.  

- Thursday, November 19, at 9:30 a.m. (Location: INS Auditorium, 1st Floor, County Government Center, 70 West Hedding Street, San Jose)  
- Thursday, December 17, at 9:30 a.m. (Location: INS Auditorium, 1st Floor, County Government Center, 70 West Hedding Street, San Jose)
DATE: February 27, 2020

TO: Children, Seniors, and Families Committee

FROM: Megan Doyle, Clerk of the Board

SUBJECT: Senior Care Commission recommendations relating to Second Harvest Food Bank collaboration.

RECOMMENDED ACTION
Receive report from the Senior Care Commission relating to proposed collaboration with the Second Harvest Food Bank and forward to the Board of Supervisors for approval.

FISCAL IMPLICATIONS
There are no fiscal implications associated with receiving this report.

REASONS FOR RECOMMENDATION
The Senior Care Commission is requesting authorization to collaborate with the Second Harvest Food Bank to volunteer for a food distribution program serving senior mobile home parks within Santa Clara County.

At its December 11, 2019 meeting, the Commission approved forwarding the recommendation to the Board of Supervisors, through the Children, Seniors, and Families Committee (CSFC).

CHILD IMPACT
The recommended action will have no/neutral impact on children and youth.

SENIOR IMPACT
The recommended action could have a positive impact on seniors with potential increase awareness of community services available for seniors.

SUSTAINABILITY IMPLICATIONS
The recommended action will have no/neutral sustainability implications.

BACKGROUND
At the December 11, 2019 Senior Care Commission meeting, Chairperson Osmer expressed interest for the Commission to collaborate with the Second Harvest Food Bank relating to a
volunteer food distribution event for senior mobile home parks in the County. The Commission unanimously approved forwarding the recommendation to the Board through CSFC.

The Clerk of the Board serves as the ex-officio secretary to the Senior Care Commission, and this recommendation is forwarded on behalf of the Commission.

CONSEQUENCES OF NEGATIVE ACTION
The Commission would not proceed with the proposed collaboration.

STEPS FOLLOWING APPROVAL
The Deputy Clerk will notify the Senior Care Commission of the action taken by CSFC. Upon a favorable recommendation from CSFC, the Deputy Clerk will prepare a report to the Board of Supervisors requesting that the Board authorize the proposed collaboration.
DATE: February 27, 2020

TO: Children, Seniors, and Families Committee

FROM: Harry Freitas, Director, Roads and Airports

SUBJECT: Aviation Fuel

RECOMMENDED ACTION
Receive report from the Roads and Airports Department relating to the use of leaded aviation gasoline at Reid-Hillview and San Martin Airports.

COMMITTEE RECOMMENDATIONS
Accept report from Roads and Airports Department regarding the use of leaded aviation fuel at the county owned airports.

FISCAL IMPLICATIONS
There is no fiscal implication to the General Fund or Airport Enterprise Fund

REASONS FOR RECOMMENDATION
The Children, Seniors and Families Committee requested a report regarding the use of leaded aviation fuel at the County owned airports.

CHILD IMPACT
The recommended action will have no impact on children and youth.

SENIOR IMPACT
The recommended action will have no impact on seniors.

SUSTAINABILITY IMPLICATIONS
The recommended action will have no sustainability implications.

BACKGROUND
Most general aviation airplanes use piston cylinder engines that are similar in design to the engines in automobiles. However, these engines require the use of Leaded Fuel commonly known as Avgas, instead of automotive gasoline to ensure proper performance in the different atmospheric conditions aircraft are exposed to while in flight. Avgas contains tetraethyl lead.
Tetraethyl lead was historically a component of automotive gasoline formulas until the federal government mandated its elimination starting in 1973 by introducing the Lead Phasedown Program. Leaded gasoline was largely eliminated in the United States for use by automobiles in 1985. It was officially banned for on-road vehicles by the federal government in 1995.

**Option for GA use of Unleaded Fuel**

The FAA has a procedure for general aviation aircraft to use unleaded fuel, commonly referred to as Mogas. Prior to being allowed to use MoGas, aircraft are required to be certified through the issuance of a Supplemental Type Certificate (STC) from the FAA. The STC certifies that the engine in question can burn Mogas without negative consequences and is authorized to do so. Failure to obtain an STC prior to utilizing MoGas is a violation of federal regulations and could void the aircraft owner’s insurance.

In the past Mogas has been available at a few Bay Area airports. However, more recently its availability has become even more limited. The reason for Mogas scarcity is unclear. However, since very few aircraft use Mogas, it may not be economically efficient to manufacture and distribute. In addition, Mogas is manufactured by very few refineries in the United States, and none in California. Also, the FAA prohibits the inclusion of additive or ethanol in aviation Mogas, which further limits its marketability.

Many older general aviation aircraft engines cannot be modified to use Mogas. Of the newer aircraft engines that can be modified, most require extensive modifications. Some modern aircraft can be more easily modified to use Mogas, and some new aircraft can be built to use Mogas.

**Fuel Sales at County Airports**

Currently the private businesses (FBOs) at both Reid Hillview and San Martin Airports sell Avgas and jet fuel. Mogas is not for sale at either airport currently. The County itself does not sell fuel at either airport. However, the County does collect a fee from the sale of fuel at its airports and uses the revenue for airport operations.

The FBO leases at Reid Hillview will expire in December of 2021 and the lease at San Martin will expire in December 2020. Staff will specify that future fuel sellers at County Airports offer Mogas, however it remains to be seen if the industry can provide Mogas under the aforementioned circumstances.

**Development of Unleaded Avgas**

In 2013 the FAA started a process to oversee development of a new unleaded aviation fuel. The program, called the Piston Aviation Fuels Initiative (PAFI), included a variety of aircraft and engine manufactures, fuel providers, the EPA and the FAA with the intent to develop policies, methods, and specifications to facilitate the introduction of alternative aviation fuels. Initial expectations were to have a new fuel formulation available by December 2018. However, during the testing process, issues were discovered with the new fuels that required additional research.
In a June 20th, 2019 update on PAFI, the FAA acknowledgement that it would be necessary to expand the scope of the PAFI to support fuel producers’ research and development while engaging other candidate fuels for evaluation. However, due to the PAFI’s slow and complicated process all but one fuel producer, Shell, has withdrawn from the program.

Further, as part of the FAA Reauthorization Act of 2018, which was signed into law in October of 2018, the Secretary of Transportation is required to enter into arrangements for the National Research Council to study aviation fuel1. The study must include an assessment of existing non-leaded fuel alternatives for piston-engine aircraft, ambient lead concentrations at and around general aviation airports, and mitigation measures to reduce ambient lead concentrations. This study was due to be reported to Congress not later than October 5, 2019, but this deadline has been extended to July 2020.

At this time, there is no reliable estimate for when an unleaded avgas will be available, with some aviation professionals speculating that the industry will instead transition to electric aircraft or resort to engine modifications for the use of unleaded automotive gasoline.2

**CONSEQUENCES OF NEGATIVE ACTION**

The committee will not accept the report.

**STEPS FOLLOWING APPROVAL**

None

---


Board of Supervisors: Mike Wasserman, Cindy Chavez, Dave Cortese, SusanEllenberg, S. Joseph Simitian

County Executive: Jeffrey V. Smith

Agenda Date: February 27, 2020
DATE: February 27, 2020
TO: Children, Seniors, and Families Committee
FROM: Steve Preminger, Director, Strategic & Intergovernmental Affairs
SUBJECT: Vietnamese American Service Center (VASC) Status Update

RECOMMENDED ACTION
Receive quarterly report from the Office of the County Executive and the Facilities and Fleet Department relating to the Vietnamese American Service Center.

FISCAL IMPLICATIONS
There are no fiscal implications associated with the receipt of this report.

REASONS FOR RECOMMENDATION
At the Vietnamese American Service Center (VASC) – Executive Meeting on September 7, 2017 and October 31, 2017, it was recommended that a status update on the VASC project be presented to the Children, Seniors and Families Committee (CSFC) in order to receive feedback on the recommended Service Model and Operational Plan. The last quarterly report was presented to CSFC on December 3, 2019 (Item No. 5).

The overall project timeline has remained the same since the December report. Foundation work for the project is on-going and an additional community engagement session took place in conjunction with the County’s Lunar New Year community event on February 7, 2020.

Members of the community who are interested in staying up to date on this project may visit the project’s website (https://www.sccgov.org/sites/faf/capital-projects/vasc/Pages/home.aspx). The website includes a video rendition of the completed center, project timeline, and an email sign-up to receive updates.

CHILD IMPACT
The recommended action will have no/neutral impact on children and youth.

SENIOR IMPACT
The recommended action will have no/neutral impact on seniors.

SUSTAINABILITY IMPLICATIONS
The recommended action will have no/neutral sustainability implications.
BACKGROUND
On February 23, 2016 (Item No. 12), the Board of Supervisors unanimously approved the designation of the County-owned parcel located at Senter Road near Tully Road in San José as the site for the future VASC. It was the intent of the Board that the approximately 30,000 to 50,000 square foot building, along with a parking structure, house the VASC as well as other County services.

On completion, the VASC will serve as a one-stop hub for the County’s health and human services, supporting the delivery in a culturally-competent and language-accessible manner. In 2012, the Santa Clara County Public Health Department completed the Vietnamese American Health Assessment, as proposed by the Board. A subsequent VASC Stakeholder Assessment further affirmed the need for access to County’s health and human services. Accordingly, during the Fiscal Year (FY) 2016-2017 Budget process, the Board approved a funding allocation of $7,000,000 for the programming and design of the VASC.

The VASC planning and programming phase has included extensive engagement with County departments and stakeholders, and will continue to engage with the stakeholders through the design phase. The Initial Building Programming was completed in December 2017 and the Design Contract was awarded to AEDIS Architects on January 9, 2018. The project remains a top priority for the County, and Facilities and Fleet Department (FAF) continues to work towards completion of the design with the services of AEDIS.

CONSEQUENCES OF NEGATIVE ACTION
The Children, Seniors, and Families Committee will not receive this report.

ATTACHMENTS:
- VASC Update Presentation 022720  (PDF)
County of Santa Clara
Vietnamese American Service Center (VASC)

FAF Status Report for
Children, Seniors and Families Committee
FEBRUARY 27th, 2020
PROJECT STATUS UPDATE

• GENERAL CONTRACTOR MOBILIZATION – COMPLETE
• FOUNDATION WORK IN PROGRESS

KEY WORK IN PROGRESS- HIGHLIGHTS FOR THE NEXT FEW MONTHS

• Floor Slabs and layout of underground utilities
• Fabrication and erection of steel and metal decking.

COMMUNITY ENGAGEMENT

Lunar New Year community event took place on February 7th. Updates given on construction progress and building lighting design.

Anticipated topping off of steel to take place in Summer 2020.
Concrete pour at footings – Feb 13, 2020 - VASC

Packet Pg. 15

Attachment: VASC Update Presentation 022720 (100478: Vietnamese American Service)
## County of Santa Clara VASC Project Schedule

### Milestones

<table>
<thead>
<tr>
<th>Event</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design Start</td>
<td>2/20/2018</td>
</tr>
<tr>
<td>Design End</td>
<td>4/22/2019</td>
</tr>
<tr>
<td>Construction Start</td>
<td>11/4/2019</td>
</tr>
<tr>
<td>Construction End</td>
<td>6/15/2021</td>
</tr>
<tr>
<td>Move-in / Project Closeout</td>
<td>9/15/2021</td>
</tr>
</tbody>
</table>

### Community Engagement Plan

<table>
<thead>
<tr>
<th>Event</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Meet and Greet with the Design Team.</td>
<td>July 2018</td>
</tr>
<tr>
<td>Establish dialogue between community and design</td>
<td>October 2018</td>
</tr>
<tr>
<td>team. Receive community and stakeholder feedback</td>
<td>January 2019</td>
</tr>
<tr>
<td>during Schematic Design phase.</td>
<td>November 23, 2019</td>
</tr>
<tr>
<td>Community Report on the Progress of the VASC.</td>
<td>February 7, 2020</td>
</tr>
<tr>
<td>Presentation of potential design to receive</td>
<td>Summer 2020</td>
</tr>
<tr>
<td>community input on interiors, colors and textures.</td>
<td>Winter 2020</td>
</tr>
<tr>
<td>Groundbreaking Ceremony and Community Celebration.</td>
<td>Spring 2021</td>
</tr>
<tr>
<td>&quot;Topping Off&quot; Construction Progress Celebration.</td>
<td>Fall 2021</td>
</tr>
<tr>
<td>Lunar Year Celebration and Hard Hat Tours.</td>
<td>Winter 2021</td>
</tr>
<tr>
<td>Ribbon Cutting Ceremony.</td>
<td>Spring 2021</td>
</tr>
<tr>
<td>Grand Opening and Open House</td>
<td>Fall 2021</td>
</tr>
</tbody>
</table>
DATE: February 27, 2020
TO:  Children, Seniors, and Families Committee
FROM:  David Campos, Deputy County Executive
        Maribel Martinez, Manager, Office of LGBTQ Affairs
SUBJECT: Transgender Recruitment and Hiring

RECOMMENDED ACTION
Receive report from the Office of the County Executive relating to the expansion of recruitment and retention efforts for transgender, gender-nonconforming, nonbinary, and gender diverse employees, applicants, and contractors. (Referral from October 22, 2019 Board of Supervisors meeting, Item No. 11)

FISCAL IMPLICATIONS
There are no fiscal implications associated with receipt of this informational report. The Office of the County Executive, Division of Equity and Social Justice (DESJ)/Office of LGBTQ Affairs (OLGBTQ), has sufficient budget to absorb the cost for community outreach activities for Fiscal Year 2019-20. The Administration will return to the Board to request additional appropriation to support systemwide data collection, process review, community-based research, and contract pilots should the Board support this effort.

REASONS FOR RECOMMENDATION
Employment discrimination is defined as a job applicant or employee being treated unfairly because of their gender, race, nationality, age, religion, disability, or family status, in either an overt or subtle manner (“Find Law,” 2017). Transgender applicants and employees experience employment discrimination disproportionately based on gender. Compared to the overall population, transgender people living in extreme poverty are approximately four times more likely to make less than $10,000 annually (Grant, et al., 2011). The transgender community is affected by higher rates of employment discrimination and harassment when compared to lesbian, gay, and bisexual counterparts (Sear, B., 2011). Half of the transgender workers experience harassment in the workplace, and 47% had reported being fired, denied a promotion, or not hired due to being transgender or gender non-conforming (Grant, et. al., 2011).
The Trans Employment Program, a program of the San Francisco LGBT Center, reports the following:

- Transgender people are twice as likely to have a college degree, but three times as likely to be unemployed.
- Survey respondents experienced unemployment at twice the rate of the general population at the time of the survey, with rates for people of color up to four times the national unemployment rate.
- Ninety percent (90%) of those surveyed reported experiencing harassment, mistreatment, or discrimination on the job or took actions like hiding who they are to avoid it.

To gain insights on the experiences of transgender, gender-nonconforming, nonbinary, and gender expansive applicants, employees, and contractors within the County of Santa Clara, the County needs to first invest in robust data collection to assess the current conditions and create a baseline measure for comparison as interventions are proposed. Additionally, the County needs to review its policies, procedures, and hiring(contracting) processes to ensure that they are free of implicit bias and are structured in an equitable manner. These should be free of structural barriers and protect employees’ workplace rights, including privacy. Also, the County needs to invest in the implementation of best practices and support its workforce in creating more inclusive work environments. Lastly, but certainly not least, the County needs to amplify community voices and create platforms so that transgender, gender-nonconforming, nonbinary, and gender diverse issues are given time, attention, and resources.

**Data Collection**

Implementation of countywide data collection is needed to best understand the current conditions and the extent to which the County already employs and contracts with transgender, nonbinary, and gender diverse individuals. Sexual Orientation, Gender Identity, Expression (SOGIE) Data collection should happen in the following ways:

1. Confidential demographic portion of the application process;
2. Embed questions related to climate and behaviors through the sexual harassment mandatory training sessions (online and in-person); and,
3. Demographic information of patients, clients, and participants of County services and County-contracted programs.

Additionally, qualitative data of applicant, employee, and contractor experiences can be collected through surveys and follow-up interviews. General survey links can be promoted through recruitment, employee, and procurement channels, respectively. In such surveys, respondents would have the opportunity to indicate whether they would like to provide more detailed information on any of their experiences. If so, they will first be invited to elaborate and share written feedback as a more in-depth response to the survey. Participants will additionally be invited to attend an in-person interview with either a member of OLGBTQ’s staff and/or an interviewer contracted through an outside agency. It is anticipated that, given
the sensitive nature of the questions being asked, not everyone will be willing to come forward and openly share their experiences, if negative. However, we encourage that those who do take part in the process will help spread the word and recruit more participants. Interviewers would provide resources with information about the Employee Assistance Program (EAP) and the Equal Opportunity Department (EOD) to all participants currently employed by the County.

To leverage resources, a current Transgender Needs Assessment Community-based Participatory Research (CBPR) process is already underway through the OLGBTQ. Although not focused strictly on this topic, the contracted researcher, who is an expert in community advocacy and self-identified as a member of the transgender community, could, through an expanded scope of work, begin to collect employee and contractor experience data.

For County services and programs, OLGBTQ could provide a practice guide for collecting SOGIE data in public systems. This guide can be distributed to all departments and agencies. Follow-up support would be provided by the Office to ensure optimum implementation and coordination with existing databases.

**Review of Policy, Procedure, and Processes**

When it comes to transgender employees or any other marginalized group, true inclusion is not just about creating a more diverse workplace; it’s also about making sure organizations are treating all employees equitably when it comes to opportunities, benefits, and people’s everyday experiences when they apply for work and go to work.

Analysts throughout the Administration can begin to systematically review all County policies for alignment with the broadest protections and opportunities for transgender, gender-nonconforming, nonbinary, and gender diverse employees, applicants, and contractors. For example, the County’s *Policy Against Discrimination, Harassment, and Retaliation - Board Policy 3.8*, calls for protections such as “no person shall be denied, or provided unequal access to, programs, services, or contracting opportunities on the basis of race, religious belief, color, national origin, culture, ancestry, age, gender, sexual orientation, gender identity, pregnancy, marital status, disability, medical condition, political belief, organizational affiliation, or association with any individual in any of these groups.” However, it does not specifically refer to gender expression, although EOD investigates claims of discrimination based on gender expression. Implicit bias around gender presentation is a growing area of national workplace discussions.

Policies are an important signal to employees and the outside world about the values of an organization. Other jurisdictions, such as the City of San Jose and the County of San Mateo, have specific transgender policies that include the use of pronouns, personnel records, and transitioning on the job. The County could create a policy to include guidance on similar areas. Updated policies should be embedded in employee manuals and job postings. The Transgender Law Center has a step-by-step guide on implementing transgender-inclusive employment policies in organizations.
Additionally, identifying barriers that may hinder transgender, gender-nonconforming, nonbinary, and gender diverse employees and applicants from successfully navigating County systems for recruitments, hiring, onboarding, promotions, and retention will provide insights on possible structural changes that could be evaluated. For example, many recruitments require the applicant to appear for an exam. At the exam, a proctor must check identification to confirm an applicant’s valid participation. For transgender, gender-nonconforming, nonbinary, and gender diverse applicants, this seemingly simple step could create an unexpected barrier to the process for securing employment. The Urban Sustainability Directors Network has a helpful toolkit for creating a recruitment process that focuses on diversity, equity, and inclusion. It includes a bias checklist, sample interview questions, and recommendations for modifying current organizational recruitment strategies.

**Best Practices Implementation**

Beyond simply editing or updating policies, it’s important to make sure that all current employees understand what those policies mean through staff education, new employee orientation, and ongoing communications. The County already includes information on local resources, such as the OLGBTQ, in the new employee orientation. However, more can be done to ensure an increase of transgender, gender-nonconforming, nonbinary, and gender diverse employees, applicants, and contractors.

- **Pipeline to Employment:** Many transgender, nonbinary, and gender-expansive prospective employees might not think to apply to local government. The County has been successful in implementing employment fellowships for subpopulations. For example, the New Americans Fellowship program identifies, recruits, and employs DACA-eligible immigrants. DACA-eligible individuals were previously unable to work legally in the United States. Given their newfound status, they are now able to work legally. This Fellowship may be the first time many of the participants are employed or able to participate in a career-building opportunity. Since its launch in 2016, several New Americans fellows have gone on to secure further employment opportunities with the County.

- **Recruitment postings and fairs:** The County should continue to participate with community partners in job fairs and hiring events to connect with a wealth of qualified applicants. Showcasing that the County is dedicated to diversity and inclusion in the workplace is important. These events attract all levels of qualified job seekers, including those with backgrounds and qualifications in technology, administration, financial services, sales and marketing, management, retail, and hospitality. Billy DeFrank LGBTQ+ Community Center served as the inaugural host for the County’s first Transgender Job fair. The Center intends to host similar events in the future, as well as to dedicate space in the Center for a County jobs board.

- **Countywide training:** It’s not enough for organizational leaders and ESA staff to understand the importance of transgender inclusiveness. Education for everyone at the County is needed to understand why and how to make transgender inclusion an everyday priority. The OLGBTQ has partnered with Kognito, a New York-based health simulation company, to create a new professional development module to be
made available to all County employees. *Building A More Inclusive Workplace: LGBTQ* is a 30-minute module that provides both didactic instructions on LGBTQ terminology as well as two conversation simulations that help create a participant’s capacity to support LGBTQ coworkers and County residents. In the simulation, “Talk with Sofia,” participants engage with a transgender woman seeking County services. In this simulation, participants can explore various ways to navigate the conversation. The goal of the Kognito simulation is to create a bias- and a harassment-free workplace where all employees and clients are welcome and celebrated for being their true, authentic selves. The module is available to all County employees. Currently, the module is voluntary. The OLGBTQ recommends that this training module be made mandatory for all departments.

Additional training is also recommended for Executive Leadership so that they are best equipped to support inclusive work environments and provide leadership for managers and supervisors.

**Community Voices and Partnership**

The community itself is the biggest asset to the County in recruiting and referring qualified candidates to hiring pools. To that end, the County must amplify community voices and create pathways that ensure community input is included in the implementation of this initiative.

- **Community Leader Roundtable:** The OLGBTQ proposes a partnership with Employee Services Agency (ESA) and the Procurement Department to host a community leader roundtable. This gathering of professionals would consist of hiring managers and leadership staff from organizations both internal and external to the County; some suggestions include representatives from Valley Medical Center (VMC)’s Gender Health Center, Silicon Valley (SV) Pride, the Bay Area Municipal Elections Committee (BAYMEC), the Bill Wilson Center, the LGBTQ Youth Space, Project More, the Rainbow Chamber of Commerce, the Rainbow Rotary Club, and others. Community leaders and organizers from local events, such as the South Bay Transgender Day of Visibility and Transgender Day of Remembrance, could also be invited to participate. The goal is to gain insight into current hiring trends among transgender, gender non-conforming, nonbinary, and gender diverse applicants, contractors, and employees. Community stakeholders and leaders can provide a qualified lens and information related to unique barriers to employment faced by the community. The input gained from this roundtable session will be used to supplement the information gathered from the survey respondents, as well as inform the OLGBTQ, ESA, and Procurement regarding the biggest barriers to employment and contracting.

- **Supporting Transgender-led Organizations and Leaders:** The County can signal its solidarity with transgender employees and transgender communities by investing in groups that are working to advance transgender, gender non-conforming, nonbinary,
and gender diverse equality. To date, there is no local community-based organization in Santa Clara County with the sole focus of supporting transgender, gender non-conforming, nonbinary, and gender diverse communities. In creating supports, it is important to center on the experiences of transgender women, nonbinary people, and transgender, gender non-conforming, nonbinary, and gender diverse people of color. For the success of the initiatives mentioned above, they must be led, staffed, or contracted by transgender, gender non-conforming, nonbinary, and gender diverse people. As with other social issues, the most impacted people are closest to the solutions. Transgender, gender non-conforming, nonbinary, and gender diverse leaders are more likely to prioritize and address issues that are of real, day-to-day importance to transgender communities.

**County Contractors**

As it relates to County Contractors, the Board of Supervisors has approved revisions to Board Policy 3.11 related to the utilization of diverse business enterprises. Specifically, the policy calls for inclusive outreach activities to be undertaken as necessary and as permitted by law to ensure that minority-owned business enterprises (MBEs), women-owned business enterprises (WBEs), disabled veteran-owned business enterprises (DVBEs), and LGBT-owned business enterprises (LGBTBEs) are provided the opportunity to compete for and participate in all contracts issued by the County for construction, services, and the purchase of supplies and equipment. Additionally, the County has an agreement with Enterprise Foundation, Inc., relating to providing economic development assistance to small businesses county-wide through the operation of the Silicon Valley and Hispanic Satellite Small Business Development Center Programs (SBDC).

The Hispanic Satellite and the Silicon Valley SBDC Programs assist entrepreneurs and others in all phases of their business growth through the provision of free services, including:

- Individual one-on-one business advising;
- Business licensing and formation assistance;
- Assistance with getting businesses on track to be “bankable;”
- Business education and workshops;
- Business plan guidance; and,
- Sales and marketing assistance.

These services are offered free to all Santa Clara County communities through certified business advisors.

The County could explore a partnership to provide support and guidance to current and potential transgender, nonbinary, and gender diverse contractors. Additionally, in contracts, multiple points can be awarded for minority businesses, such as those owned by transgender women, who would gain points for being woman-owned and LGBTQ-owned. However, more inquiry is needed on this matter.
The recommendations noted here are not exhaustive; these recommendations are a compilation of ideas that have already surfaced through ongoing conversations and collaborations through the OLGBTQ and are substantiated by national research on this topic. However, the ideas presented are a starting point for the County to take action.

This report was a collaboration of the Employee Services Agency, Equal Opportunity Department, Office of Countywide Contracting, and Office of the County Counsel.

“Trans people possess the skills and talents to strive in today's workforce.” #HireTrans

CHILD IMPACT
The recommended action will have a positive impact on children and youth who may live in a household with transgender, nonbinary, or gender diverse employable individuals. The economic impact of working adults promotes indicators under **Every Child Safe and Every Child Healthy**.

SENIOR IMPACT
The recommended action will have a positive impact on seniors. Seniors are a vibrant and growing segment of the LGBTQ community. Transgender seniors looking to find gainful employment would benefit from the ideas expressed in this report.

SUSTAINABILITY IMPLICATIONS
The recommended action will have positive sustainability implications, especially as it pertains to community engagement in alignment with indicators under **Promoting a vibrant economy** and **Enhancing social equity and safety by improving neighborhood access to education, health services, housing, and food**.

BACKGROUND
The mission of the County of Santa Clara is to “plan for the needs of a dynamic community, provide quality services, and promote a healthy, safe, and prosperous community for all.” Two of the County’s core values are “collaborate within and across departments for the good of the customer and community” and “create an inclusive environment that supports the diversity of our community.”

To this end, the County of Santa Clara became the first County in the U.S. to establish an Office of LGBTQ Affairs on March 24, 2015, pursuant to a Board referral introduced by Supervisor Ken Yeager. The office opened in January 2016. The County also hosted its first Transgender Job Fair in June 2019 to expand job opportunities for transgender residents. Much progress has been made in the County. An expansion of gender-inclusive hiring efforts will allow us to improve the economic health of transgender communities.
CONSEQUENCES OF NEGATIVE ACTION
The Board of Supervisors would not receive the report.

STEPS FOLLOWING APPROVAL
The Clerk of the Board of Supervisors is requested to notify Maribel Martinez in the Office of the County Executive.
DATE: February 27, 2020

TO: Children, Seniors, and Families Committee

FROM: Robert Menicocci, Social Services Agency Director

SUBJECT: Summer Camp and Enrichment Program Report

RECOMMENDED ACTION

Receive report from the Social Services Agency relating to Summer Camps and Enrichment Activities Program.

COMMITTEE RECOMMENDATIONS

At the request of Supervisor Chavez, the Social Services Agency (SSA) is reporting on the progress and plans for the Youth Summer Camps and Enrichment Activities Program. This report includes details outlined in the November 14, 2018 and January 19, 2019 Children, Seniors, Family Committee (CSFC) report and addresses the strategies the SSA will incorporate upon approval of the Summer Camps and Enrichment Activities for the summer of 2020.

CONTRACT HISTORY

On May 3, 2018, the Board of Supervisors (Board) approved Inventory Item No. 47, Youth Summer Camp and Activities Program (Summer Camp). The Inventory Item was assigned to the SSA on May 30, 2018. Summer Camp was activated on July 16, 2018 with Kinship Adoptive and Foster Parent Association (KAFPA) and the City of San Jose (City).

SSA executed the Summer Camp agreement with KAFPA on July 16, 2018, for $100,000. The KAFPA contract included 10 types of camps. Scholarship and enrichment activities were incorporated as part of the efforts to provide resources during the summer months. Underutilized budgets in Fiscal Year (FY) 2018-19 were used during the FY 2019-20 summer months.

The City’s contract was executed on August 30, 2018 for $250,000. The agreement incorporated 13 different types of summer camps which were not immediately activated due to a “ramp-up” process that required more time. The City’s contract also included scholarships for enrichment activities.

The Summer Camp and Enrichment activity contracts ended September 30, 2019.
REASONS FOR RECOMMENDATION

The Summer Camp pilot program was activated on July 16, 2018 with KAFPA and the City. Over the course of two years, approximately 433 children and youth accessed up 89 different activities, of which 22% were for Great America, 22% were Raging Waters, and 56% were for other summer camps or enrichment activities, such as Martial Arts, Dance, Clubs, Happy Hollow. Of the participants, 49% were female and 51% were males. Age breakdown is presented in the table below:

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 Months - 5 years old</td>
<td>23%</td>
</tr>
<tr>
<td>6 - 12 years old</td>
<td>55%</td>
</tr>
<tr>
<td>13-17 years old</td>
<td>20%</td>
</tr>
<tr>
<td>18-19 Years old</td>
<td>2%</td>
</tr>
<tr>
<td>Totals</td>
<td>100%</td>
</tr>
</tbody>
</table>

Lessons Learned: During the first year, the Summer Camp program experienced various challenges. These challenges were largely due to the fact that the program was new and not well-known. In addition, the program started midsummer of 2018 with limited time in the summer months. During the second year, the program was active from March through September. A collaborative approach was developed to promote the program through several channels, including, various Board Offices, County Divisions, and the two contracted organizations. As a result, program participation increased from 44 youths in FY2018-19 to 389 youths in FY2019-20.

Accordingly, the SSA recommends the following strategic interventions to encourage sustained enrollment and participation:

1. Family Enrollment:
   a. Contract with a vendor that has strong connections to the target population and can easily share information, coordinate services, and effortlessly enroll clients into summer camp programs from across the County.
   b. Enhance the In-Play Web Portal to provide the community with ease of access to review and to register for available activities on-line.

2. Outreach: Facilitate information and enrollment seminars to inform families of resources. Ensure continued collaboration with various County Divisions, Community Based Organizations, and Schools to promote the Summer Camp program.

3. Transportation: Incorporate transportation resources into the budget to use Hop-Skip-Drive to transport children and youth to activities.

4. Geographic Reach: Contract with KAFPA to act as the coordinator of service and to utilize the Cities and other organizations as resources to access activities. Support KAFPA in forming agreements with various summer camps, or enrichment activity organizations, such as the San Jose Giants, Guadalupe River Park, Youth Science Institute, etc.
5. Sustainability: SSA predicts increased interest in the program with the implementation of the recommended interventions, therefore projecting small growth increments to support a more sustainable plan.

**Outcomes**

- 433 children and youth participated in the summer camps and enrichment activities during the 2018 and 2019 summer months;
- Of 51 families that responded to a survey, 92% stated the program met their needs; and
- 90% stated they were satisfied with the program.
- Positive Input: general feedback was positive, and families felt the program was valuable, offered respite, and a menu of activities they liked for their children.
- Opportunities to Improve: families who were not satisfied generally voiced concerns about access challenges, and transportation.

**CHILD IMPACT**

The recommended action will have a positive impact on children and youth through the **Healthy Lifestyles** indicator by providing enrichment activities to children and youth during the summer season.

**SENIOR IMPACT**

The recommended action will have no/neutral impact on seniors.

**SUSTAINABILITY IMPLICATIONS**

The recommended action will have no/neutral sustainability implications.

**BACKGROUND**

On January 19, 2018, the Children, Seniors and Families Committee (CSFC) requested an off-agenda report with information about summer camp options and the associated costs of enrollment beyond the two weeks provided by the Department of Family and Children’s Services (DFCS). The off-agenda report, "Cost of Summer Camp for Foster Youth," presented on February 9, 2018, estimated a total cost of $4,090,050.

Inventory Item No. 47 proposed a pilot project to fund fully subsidized enrollment for the County's youth in many camping and extracurricular activities provided by the City, San Jose State University and other municipalities throughout the summer. This pilot served as a small-scale preliminary study to evaluate feasibility, time and cost, and to improve upon the design before the performance of a full-scale program.

The pilot aimed to serve the following populations: kinship and foster youth, probation youth, and CalWORKs, CalFRESH, and low-income youth. $100,000 of the allocation was to be used for special needs activities.

Enrollment opportunities included, but were not limited to, summer programming held at Happy Hollow Park and Zoo, Emma Prusch Park, Lake Almaden, City’s Community Centers.
and San Jose State University. Best efforts were made to enroll as many eligible youths as possible into summer programming during 2018, with any unspent funds, to be rolled over for continuation of this project in the summer of 2019.

Foster Families and Low-Income Families voiced appreciation for this service as it offered healthy activities for children, and periodic respite to families serving foster care children. The Summer Camp activities program experienced ramp up challenges the first year of implementation and was a greater success in the second year of the pilot program as more families became aware of the program.

LINKS:
- Linked To: 94753 : 94753
- Linked To: 93869 : 93869

ATTACHMENTS:
- Children Family Seniors Committee (PDF)
CHILDREN, SENIORS, AND FAMILIES COMMITTEE
FEBRUARY 27, 2020

Social Services Agency
Youth Summer Camp & Activities Report
- Jorge L. Montes,
- Crystal Chavez
Background Information

- Inventory Item No. 47 awards $350,000 to two organizations through summer months in 2018 and 2019.
- The goal was to activate a Summer Youth Camp and Enrichment Activities Program for Kinship and Foster Care, Probation, CalWORKS, CalFRESH, and Low-Income Families.
- A contract with the City of San Jose was activated for $150,000.
- A contract with KAFPA was activated for $250,000.
Program Overview

KAFPA:
• Served 369 youth and utilized 96% of their budget.

City of San Jose:
• Served 64 youth and used 29% of their budget.

Combined:
• 433 youth served.
• 67% of total budget used.
• 81 distinct summer camp and enrichment activities were offered.
• 51% of participants were male, 49% were female.
• 78% of participants were 12 and younger, 22% were 13 and over.
• Of 51 families that responded to a satisfaction survey, 90% indicated they were satisfied, 92% stated the program met their needs.
Lessons Learned

1. Vendors with geographic reach across the County, and who have strong ties with the target population, perform better;

2. An online web portal to easily enroll in activities will improve access;

3. Information and enrollment seminars are good strategies to promote and enroll families;

4. Stronger bridges with various County Divisions, Community Based Organizations, and Schools will improve awareness;

5. Transportation resources for children and youth will improve access and address limits families face when they have multiple youth in one household; and

6. The program became very popular as families learned of it. SSA predicts increased interest in the program as more families become aware of its existence.
DATE: February 27, 2020
TO: Children, Seniors, and Families Committee
FROM: Laura Garnette, Chief Probation Officer
SUBJECT: Neighborhood Safety/Services Unit (NSU)

RECOMMENDED ACTION
Receive report from the Probation Department relating to the Neighborhood Safety/Services Unit.

CONTRACT HISTORY
Several contracts are in place to support the efforts of the Neighborhood Safety Unit (NSU), including those with the following service providers:

1. *Applied Survey Research* – Conduct evaluation for NSU;
2. *ConXion to Community* – Implement NSU Youth Fellowship Program in East San Jose and East Gilroy;
3. *City of Gilroy* – Provide after school and pro-social activities to youth and families, who reside in East Gilroy.
4. *Evergreen School District* – Leverage funding resources to provide additional after school, pro-social, and leadership services for students, who attend Katherine Smith Elementary School, and their parents.
5. *Gilroy Unified School District* – Provide additional after school, pro-social, leadership and restorative justice activities for students and parents;
6. *Project Access, Inc.* – Provide community building activities and events with the Valley Palms Neighborhood Association; and
7. *Somos Mayfair, Inc.* – Provide leadership development opportunities to residents of the Valley Palms Apartment Complex and members of Katherine Smith Elementary School’s Parent Teacher Association/Parent Pride groups.

REASONS FOR RECOMMENDATION
This report provides the Children, Seniors, and Families Committee (CSFC) with an information pertaining to the progress and implementation of NSU for Fiscal Year (FY)
2020, including an overview and update on ZIP codes 95122 and 95020, as well as an update on the NSU Youth Fellowship.

**Overview and Status Update: Neighborhood Action Plan for ZIP Code 95122**

The NSU continues to work collaboratively with:

- Valley Palms Unidos and residents to promote community safety and engagement in partnership with Somos Mayfair;
- Katherine Smith Elementary to implement the annual NSU School Based Violence Prevention Plan and provide pro-social after school activities for children and parents;
- Project Access to implement and monitor the conditions defined in the Program Improvement Plan (PIP), aimed to re-establish access to the Family Resource Center at Valley Palms Apartment Complex with the goal of promoting resident/community engagement and safety; and
- KDF (property owners of the Valley Palms Apartment Complex), and the Village Property Management Company (VPM) to establish agreements to more explicitly define how and when members of the Valley Palms Unidos and NSU staff can access the onsite Family Resource Center.

**Performance Summary, ZIP Code 95122**

<table>
<thead>
<tr>
<th>FY 2019-2020 Performance Metrics</th>
<th>Actual (QTR 1-2)</th>
<th>% of Annual Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth Attending NSU-Sponsored Extra Curricular and After School Activities (Unduplicated)</td>
<td>200 youth will participate in an extra-curricular and/or after school activities</td>
<td>189</td>
</tr>
<tr>
<td>Residents Attending NSU-Sponsored Classes and Workshops (Duplicated)</td>
<td>755 residents will attend at least one education, health, or safety classes/workshop</td>
<td>246</td>
</tr>
<tr>
<td>Individuals Attending Parent/Teacher and Neighborhood Association Meetings (Duplicated)</td>
<td>162 duplicate residents will attend at Parent/Teacher and Neighborhood Association Meetings</td>
<td>268</td>
</tr>
<tr>
<td>Performance Metric</td>
<td>Details</td>
<td>Number</td>
</tr>
<tr>
<td>--------------------</td>
<td>---------</td>
<td>--------</td>
</tr>
<tr>
<td>Number of Attendees at NSU-Sponsored Events or Group Classes (Duplicated)*</td>
<td>2150 duplicate individuals will attend NSU sponsored events and/or group classes.</td>
<td>804</td>
</tr>
<tr>
<td>Number of Leadership Class Attendees (Duplicated)</td>
<td>100 residents of Valley Palms will attend leadership development classes hosted by Somos Mayfair.</td>
<td>29</td>
</tr>
<tr>
<td>Number of Community Events Sponsored by NSU</td>
<td>Six community-wide events will be sponsored by NSU Annually.</td>
<td>2</td>
</tr>
<tr>
<td>Number of Youth participating in Youth Fellowship Program (Unduplicated)</td>
<td>15 youth will participate in the NSU Youth Fellowship Program during FY19</td>
<td>15</td>
</tr>
</tbody>
</table>

*Valley Palms Unidos (VPU) expanded their partnership with the Second Harvest Food Bank and was reporting their monthly Food Distribution events in this category during QTR1. Beginning QTR2, this performance metric was recategorized and is now reported in the “Number of Attendees at NSU-Sponsored Events or Group Classes (Duplicated)” performance metric.

**Other NSU sponsored activities in ZIP code 95122 include:**

**Valley Palms Unidos (VPU):** The following are several highlights, illustrating community efforts in promoting community safety and engagement in East San Jose:

- Lack of access/programming in the Valley Palms FRC required that VPU and Katherine Smith Elementary School deepen their partnership to find alternative locations for programming.

- Launched the Bay Area Women’s Sports Initiative (BAWSI) Girls Soccer at Katherine Smith Elementary School in collaboration with VPU and the Learning Café for second to fifth grade girls. The program enrolled 12 girls for a six-week, (twice a week) soccer and life skills program coached by former college athletes.

- In November 2019, VPU hosted a Spanish Food Safety Training, in partnership with Second Food Harvest of Silicon Valley, the NSU, and Katherine Smith Elementary School for the Valley Palms/Tully-Ocala neighborhood. The program trained 33 neighborhood participants and fulfilled the annual site requirement for food distribution. Childcare was provided to facilitate parent participation.

- VPU is in the beginning stages of applying for the SCC Public Health Department & Eastside PEACE Partnership funding. VPU will be the first resident leadership group, independent of a non-profit agency, to apply for PEACE Partnership funding to support their community engagement work.
- VPU continues to exercise the civic leadership by exploring the regulatory agreement process and related to housing bonds and designing a neighborhood-wide campaign to collectively advocate for recommendations to be included in future agreements.

- VPU held the monthly resident-run food distribution at Valley Palms Apartments providing food for over 226 tenants and their families.

- VPU co-hosted the Valley Palms Winter Holiday Party with over 250 residents and their families in attendance. The event included raffles, dinner, and community engagement through small group table conversations. VPU had the pleasure of connecting with District 7 Councilmember Maya Esparza, who donated 150 gifts for Valley Palms Apartments children and youth and helped serve and enjoy dinner with residents.

**Challenges and Progress**

The NSU and VPU’s access to the family resource center continues to be limited. Many of the activities, workshops, and events planned by the VPU during October to December 2019 were either cancelled or moved to an alternative location. The residents and VPU have sought other locations to hold their leadership meetings while exploring alternative locations to hold resident activities and events outside the apartment complex. Although Project Access is required to work collaboratively with the VPU to expand access to the FRC, due to leadership changes and liability requirements, they are currently unable to meet their contractual obligations. As a result, the NSU issued a Program Improvement Plan (PIP) outlining those deficiencies and has been working with Project Access to guide them in making improvements. Limited improvements have been observed, but the center continues to be largely inaccessible.

**Overview of Activities Performed in ZIP Code 95020**

The NSU continues to work collaboratively with:

- San Ysidro Nueva Vida community members who continue to work on making San Ysidro Park an active and a safe space for families by providing various classes, activities and family events.

- NSU Probation Community Worker supported a variety of community events, Parent Restorative Justice Trainings, and assisted in coordinating with SYNV to attend and advocate at community forums.

**Performance Summary, ZIP code 95020**

<table>
<thead>
<tr>
<th>FY 2019-2020 Performance Metrics</th>
<th>Actual (QTR 1-2)</th>
<th>% of Annual Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Youth Attending NSU-Sponsored Extra Curricular and After School Activities</td>
<td>400 Youth Attendees at Extra-Curricular and After School Activities</td>
<td>21</td>
</tr>
<tr>
<td>(Duplicated)</td>
<td>Number of Residents Attending NSU-Sponsored Classes and Leadership Workshops (Un-Duplicated)</td>
<td>600 Resident Attendees at Classes and Leadership Workshops</td>
</tr>
<tr>
<td>Number of Individuals Attending Parent/Teacher and Neighborhood Association Meetings (Duplicated)</td>
<td>90 Attendees at Parent/Teacher and Neighborhood Association Meetings</td>
<td>65</td>
</tr>
<tr>
<td>Number of Community Events and Group and Leadership Classes</td>
<td>22 Group and Leadership Classes</td>
<td>24</td>
</tr>
<tr>
<td>Number of Attendees at San Ysidro Sponsored Events (Duplicated)</td>
<td>1200 Residents will attend San Ysidro Nueva Vida Sponsored Neighborhood Events</td>
<td>2,056</td>
</tr>
<tr>
<td>Number of Youth Fellows Served and Completed Fellowship Program (Unduplicated)</td>
<td>15 un-duplicate youth served</td>
<td>11</td>
</tr>
</tbody>
</table>

Other NSU sponsored activities in ZIP Code 95020 include:

*San Ysidro Nueva Vida (SYNV):*

The following are several highlights, illustrating Gilroy community efforts in promoting community safety and engagement:

- Due to the tragic Gilroy Garlic Festival shooting, the NSU, SYNV, City of Gilroy, SCYTF, and Gilroy Police Department postponed National Night Out (NNO) to October. The Gilroy community was focused on respecting the communities grieving process and NSU supported through restorative justice circles for healing and reestablishing a sense of safety before another community-wide event. NNO engaged over 800 residents and their families for a free, fun, and safe event. There were giveaways, music, bounce house and games, food trucks, and access to resources and social support services. Residents and their families enjoyed engaging with Gilroy police for community building and safety. The NSU conducted youth and adult community surveys with swag giveaways.
• The third annual Spirits Night was held at San Ysidro Park in collaboration with SYNV, Public Health, the Bike and Pedestrian Commission, Gilroy Library, and Rebekah’s Children Services. Three hundred and fifty residents and their families attended. Many engaged in a 5k Fun Run for children and youth, where free helmet fittings and a healthy smoothie powered by a bicycle were offered, which encouraged safety, exercise, and healthy eating.

• Glen View Elementary School’s students attended a theatre clinic, and auditioned and performed the Snow Queen play for the school and their families.

• Youth in the tutoring program at San Ysidro Park took a field trip to San Juan Bautista, Teatro Campesino to watch a Día de los Muertos performance and event. The event included altars, small acts, art, music, traditional foods, and performances by dancers from Vera Cruz, Mexico. Youth shared that they had never experienced anything like the event.

• SYNV played a key role in outreach and community engagement for the Equity & Engagement Workshop for the Gilroy 2040 Strategic Plan. With the leadership of San Ysidro Nueva Vida member, Jorge Mendoza, residents and their families canvassed the neighborhood and St. Mary's faith-based community to encourage their neighbors to attend and advocate for social equity. The recruitment was a great success and 40 community members and their families attended.

• Five San Ysidro Nueva Vida Leadership Team members traveled to Berkeley for the Comunidades Unidas Promoviendo Justicia Social conference. The leaders had the opportunity to attend various workshops and meet other bay area Promotoras/es to amplify their network, knowledge, advocacy, and community engagement and bring it back to the SYNV community.

• In the spirit of the Thanksgiving holiday, San Ysidro Nueva Vida hosted its annual Thanksgiving Potluck during their monthly Cafecito community meeting. Members brought a dish to share, participated in circulo.

• The SYNV residents and their families attended a two-day Parent Restorative Justice Bilingual Training at the Wiley House in Gilroy. Parents had the opportunity to bring their children to learn how to conduct restorative justice circulos with their families to help facilitate communication, share challenges, and resolve past and/or current trauma.

• SYNV Soccer Coach, Arnulfo Vasquez was presented with an award by City of Gilroy, Bicycle & Pedestrian Commission for his dedication in engaging community residents and their families in health initiatives such as sports and healthy lifestyles.

• Fifteen SYNV members attended the City of Gilroy, Recreation Community Forum to provide community input on future priorities for the Recreation Department. SYNV advocated alignment of the budget with the City of Gilroy Strategic Plan, a youth center, and a pool at San Ysidro Park.
• Eliot Elementary School's ELAC Club hosted their annual parent fundraiser, Winter Festival by preparing and donating food for sale to raise funds for after school programming and activities.

• In collaboration with Santa Clara County, City of Gilroy hosted a Fair Housing Community Forum. This is a county-wide initiative to facilitate community input and identify community priorities to bridge gaps in housing.

• Glen View Elementary School’s kindergarten to 2nd grade students hosted a dance recital for their families that was the culminating performance for the Royal Dance Academy program funded through NSU.

• Over 400 residents and their families attended the Annual Holiday Posada at the Cesar Chavez Gym. Residents and their families enjoyed free food provided by the SYNV’s cooking class, pinatas for children, live singing and cultural dance performances by children and youth, photos with Santa, and arts and crafts for children of all ages. The NSU Youth Fellows and SYNV leaders volunteered during the entire event to ensure residents and their families enjoyed the event.

• SCYTF hosted a two-day Youth Mental Health First Aid Training conducted in Spanish for SYNV members and parents in the community by Momentum for Mental Health. Twenty one participants completed the course, received a certificate and advocated for a similar program for adults.

• **SPARK Youth/ Pro-Social Funds**: Twenty children and youth, (6-18) participated in a two-part painting class.

**NSU Youth Fellowship Update**

• **95122**: ConXion to Community started the Xinachtli and El Joven Noble program at Overfelt High School with five girls participating in Xinachtli and eight boys participating in El Joven Noble circulos. The youth are enjoying the program and look forward to planning the culminating service-learning project and program completion ceremony in April 2020.

• **95020**: ConXion to Community started the Xinachtli and Joven Noble program with seven girls participating in Xinachtli and eight boys participating in Joven Noble circulos. Youth Fellows have provided blankets for local homeless as their initial service-learning project. They are also looking forward to planning the culminating service-learning project and program completion ceremony in April 2020.

In both locations, the program also provided an orientation for parents to learn more about the NSU Youth Fellowship and support their children in upcoming activities and celebratory opportunities.

**Community Safety Survey Results (2019)**

Highlights from NSU’s Annual Report are summarized below and the final report is attached for review. Authored by Applied Survey Research (ASR), the report primarily presents an analysis of data collected from the 2019 Community Safety Survey (CSS). The information
will be used to inform future programing of the NSU and community needs. The report provides insight into some longitudinal trends when comparing 2016, 2017 and 2018 CSS data.

A total of 1,181 Community Safety Surveys (CSS) were administered between July – November 2019. Five hundred and thirteen adults completed the survey, of which 330 were from Gilroy (28%) and 183 were from Valley Palms (15%). Data was also provided for 668 youth of which 167 were from Gilroy (14%) and 501 (43%) were from Overfelt High School youth.

This report presents the following preliminary results:

- The demographic profile of adults and youth in Gilroy and Valley Palms;
- Outcome results pertaining to a host of neighborhood indicators including, but not limited to, Social Cohesion, Self-Efficacy, and Perceived Safety;
- Significant differences between adults and youth on all neighborhood indicators; and
- Longitudinal results showing differences within the four survey groups from 2016/2017, 2018, and 2019.

As summarized below, several themes emerged from the 2019 CSS data. NSU has identified potential next steps under each emerging theme:

**Social Cohesion and Informal Collective Action**

The majority of Valley Palms adults agree or strongly agree that there is a sense of social cohesion in their community, especially when it came to thinking people that live in their neighborhood are generally friendly (94%), and people in their neighborhood generally getting along with each other (93%). A lower proportion of respondents (78%) agree or strongly agree that the neighborhood is a good area to raise children.

The vast majority of Overfelt High School respondents agreed or strongly agreed that they experience a sense of social cohesion in their neighborhood, especially when it comes to being happy they live in this neighborhood (84%) and people in the neighborhood being generally friendly (84%), though only 36 percent regularly stop to talk with neighbors.

Roughly three quarters of Gilroy adults (74%) agreed or strongly agreed that they experience social cohesion in their neighborhood, especially when it comes to being happy they live in this neighborhood (92%), people in the neighborhood being generally friendly (91%), and the neighborhood being a good area to raise children (89%).

**Next Steps:** The NSU will continue to support the leadership development of each community and ensure the approach is informed by community collective efficacy. Overfelt High School will review the CSS to present it to school leadership, staff, and youth to deepen the understanding of community cohesion within their school and continue to engage youth in the NSU Youth Fellowship.

**Gun Violence and Access to Firearms**
Valley Palms adults and Overfelt High School youth differed in their responses about gun accessibility; a greater proportion of youth reported that they or someone they know carry a gun (19%), own a gun (29%), and know how to get a gun (34%), compared to the proportion of Valley Palms adults. Nearly all Valley Palms adults (95%) think people they know carry guns to feel safe, protected, or to defend themselves; only 71 percent of Overfelt youth think people carry guns for this reason. A total of 27 percent of Overfelt youth respondents think people carry guns to intimidate others, while 11 percent think they do it to get things they want/need.

Gilroy adults and youth were somewhat similar in their reported frequency of shootings or incidents involving guns in the neighborhood in the last three months. The majority of Gilroy respondents, both youth and adults, reported zero shootings or incidents involving guns. Overall, a greater proportion of Gilroy youth respondents reported that they or someone they know carry a gun (15%), own a gun (18%), and know how to get a gun (24%), compared to Gilroy adults. A total of 82 percent of Gilroy youth and 53 percent of Gilroy adults think people carry guns to feel safe, protected, or to defend themselves, while 10 percent of Gilroy adults and youth think people carry guns to assist them in getting things they want or need, and 14 to 16 percent think people carry guns to intimidate others.

Next Steps: Perception of gun violence and access to guns is distinctly present in the Valley Palms community. As an active participant in the Gun Safety Committee through the East San Jose Peace Partnership, the NSU is positioned to elevate the issue of gun violence and access to guns to the larger base of community stakeholders, as well as bringing additional resources to the Valley Palms community on gun violence prevention. NSU will continue to explore partnerships and seek guidance from gun violence prevention organizations.

Youth Perception of Crime and Safety

A majority of adult and youth respondents recognize issues of crime, violence and drug activity in their neighborhood; however, a majority also recognize the strengths of their neighborhood which includes a collective of individuals who care, who will look out for one another, who feel efficacious to work with others on important issues, who will act to strengthen their neighborhood, and who support youth development.

Next Steps: NSU will continue to expand and integrate youth development strategies to improve social cohesion, self-efficacy and willingness to intervene indicators. Programs that aim to reduce or build resiliency around Adverse Childhood Experiences (ACEs), provide youth a wide variety of pro-social activities and opportunities to engage with adults in positive ways, would also lead to improvements among the above indicators.

CHILD IMPACT

The recommended action impacts the Every Child Safe, Juvenile Arrest Rate and Safe & Stable Families indicators by informing the CFSC on efforts aimed at reducing arrest rates through the use of a comprehensive crime and violence prevention model while improving family safety through the use of evidence based/evidence informed, culturally sensitive, community mobilization, family strengthening and youth development curricula. The recommended action impacts the Every Child Successful in Life, Youth Feel Valued by the
Community indicator by providing youth leadership development opportunities and neighborhood action projects developed and implemented by youth.

SENIOR IMPACT
The recommended action will have a positive impact on seniors by preventing and reducing crime and violence in specified neighborhoods.

SUSTAINABILITY IMPLICATIONS
The recommended action balances public policy and program interests, and enhances the Board of Supervisors’ sustainability goal of social equity and safety by improving public safety through the use of community mobilization and leadership development models, family strengthening curricula and neighborhood action projects.

BACKGROUND
In FY2016, the Board of Supervisors approved an amount of $800,000 to the Probation Department for ongoing community cohesion, violence prevention and youth leadership development services in two select neighborhoods within Santa Clara County highest crime ZIP codes (95122 and 95020). An additional $68,500 was approved as part of the FY2019 budget process and will provide additional pro-social services, outreach materials, and logistic support for the NSU. Funding is designated for community action projects, community events and pro-social group classes for youth and adults. Funding is also allocated to the NSU Youth Fellowship Program and evaluation services.

CONSEQUENCES OF NEGATIVE ACTION
The CSFC will not receive the report on the progress of the implementation of the NSU.

ATTACHMENTS:
- NSU_AnnualReport_2019 (PDF)
- NSU_CSFC_Feb_2020FINAL_presentation_rev (PDF)
Santa Clara County
Neighborhood Safety
Services Unit
FY 2019 Annual Report
“Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek.”

Barack Obama
# Table of Contents

Table of Exhibits ........................................................................................................... 7

Overview of NSU ........................................................................................................... 10

CONCEPTUAL ORIENTATION AND STRATEGIES .............................................................. 11

SUMMARY OF LITERATURE REVIEW FINDINGS ON SUCCESSFUL COMMUNITY CHANGE EFFORTS AND INITIATIVES ............................................................................................................. 12

RESULTS BASED ACCOUNTABILITY FRAMEWORK AND RACE-EQUITY ........................................... 13

PROTECTIVE FACTORS FRAMEWORK ................................................................................ 14

VIOLENCE PREVENTION ............................................................................................................... 14

TRUST BUILDING IS KEY ........................................................................................................... 14

OUR IMPACT: BUILDING BRIDGES, CHANGING THE NARRATIVE ........................................... 15

VALLEY PALMS UNIDOS, TOGETHER VALLEY PALMS – A CASE STUDY ...................................... 16

EVALUATION ACTIVITIES .......................................................................................................... 18

DATA SOURCES AND METHODOLOGY ...................................................................................... 18

Performance Summary ........................................................................................................ 19

PERFORMANCE SUMMARY OF ZIP CODE 95020 ...................................................................... 19

PERFORMANCE SUMMARY OF ZIP CODE 95122 ...................................................................... 20

ASSESSMENT OF TRENDS ACROSS YEARS .............................................................................. 23

SIGNIFICANT DIFFERENCES BETWEEN ADULTS AND YOUTH FROM THE SAME COMMUNITY ................................................................................................................................. 23

COMMUNITY SAFETY SURVEY DATA, 2016-2019 ...................................................................... 23

2019 DATA OVERVIEW .............................................................................................................. 24

Community Safety Survey Results ......................................................................................... 24

EXECUTIVE SUMMARY .......................................................................................................... 24

PARTICIPANT AGE ...................................................................................................................... 25
<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>PARTICIPANT GENDER</td>
<td>26</td>
</tr>
<tr>
<td>RACE/ETHNICITY</td>
<td>26</td>
</tr>
<tr>
<td>CURRENT SCHOOL ATTENDANCE AMONG YOUTH</td>
<td>27</td>
</tr>
<tr>
<td>HIGHEST LEVEL OF EDUCATION COMPLETED BY ADULTS</td>
<td>28</td>
</tr>
<tr>
<td>PERCENTAGE OF PARTICIPANTS WHO HAVE LIVED IN THE CITY MORE THAN 5 YEARS</td>
<td>28</td>
</tr>
<tr>
<td>RESIDENTS OF PROJECT AREA</td>
<td>29</td>
</tr>
<tr>
<td>PARTICIPATION IN NSU EVENTS AND WORKSHOPS</td>
<td>29</td>
</tr>
<tr>
<td>VALLEY PALMS ADULTS</td>
<td>32</td>
</tr>
<tr>
<td>SOCIAL COHESION</td>
<td>32</td>
</tr>
<tr>
<td>INFORMAL COLLECTIVE ACTION</td>
<td>32</td>
</tr>
<tr>
<td>SELF-EFFICACY</td>
<td>33</td>
</tr>
<tr>
<td>COLLECTIVE EFFICACY</td>
<td>33</td>
</tr>
<tr>
<td>PERCEIVED NEIGHBORHOOD SAFETY</td>
<td>34</td>
</tr>
<tr>
<td>PROBLEMS IN THE NEIGHBORHOOD</td>
<td>34</td>
</tr>
<tr>
<td>SHOOTINGS OR GUN-RELATED INCIDENTS IN THE LAST 3 MONTHS</td>
<td>35</td>
</tr>
<tr>
<td>ACCESS TO GUNS</td>
<td>35</td>
</tr>
<tr>
<td>PERCEPTIONS ABOUT WHY PEOPLE CARRY GUNS</td>
<td>36</td>
</tr>
<tr>
<td>FAMILY COMMUNICATION ABOUT NEIGHBORHOOD SAFETY, CRIME, &amp; VIOLENCE ITEMS</td>
<td>36</td>
</tr>
<tr>
<td>OVERFELT HIGH SCHOOL YOUTH</td>
<td>37</td>
</tr>
<tr>
<td>SOCIAL COHESION</td>
<td>37</td>
</tr>
<tr>
<td>INFORMAL COLLECTIVE ACTION</td>
<td>38</td>
</tr>
<tr>
<td>ADULT SUPPORT OF YOUTH</td>
<td>38</td>
</tr>
<tr>
<td>SCHOOL SUPPORT OF YOUTH</td>
<td>39</td>
</tr>
<tr>
<td>SELF-EFFICACY</td>
<td>39</td>
</tr>
<tr>
<td>COLLECTIVE EFFICACY</td>
<td>40</td>
</tr>
</tbody>
</table>
PERCEIVED NEIGHBORHOOD SAFETY ................................................................. 40
PROBLEMS IN THE NEIGHBORHOOD ............................................................ 41
SHOOTINGS OR GUN-RELATED INCIDENTS ............................................. 41
ACCESS TO GUNS ......................................................................................... 42
FAMILY COMMUNICATION ABOUT NEIGHBORHOOD SAFETY, CRIME, AND VIOLENCE ......... 43
WHAT YOUTH RESPONDENTS WOULD LIKE TO CHANGE ABOUT THEIR NEIGHBORHOOD . 43

GILROY ADULTS ............................................................................................ 44
SOCIAL COHESION ..................................................................................... 44
INFORMAL COLLECTIVE ACTION ............................................................. 45
SELF-EFFICACY ........................................................................................ 45
COLLECTIVE EFFICACY ........................................................................... 46
PERCEIVED NEIGHBORHOOD SAFETY ..................................................... 47
PROBLEMS IN THE NEIGHBORHOOD ....................................................... 47
SHOOTINGS OR GUN-RELATED INCIDENTS IN THE LAST 3 MONTHS .......... 47
ACCESS TO GUNS ..................................................................................... 48
PERCEPTIONS ABOUT WHY PEOPLE CARRY GUNS ............................. 48
FAMILY COMMUNICATION ABOUT NEIGHBORHOOD SAFETY, CRIME, AND VIOLENCE ......... 49

GILROY YOUTH ........................................................................................ 50
SOCIAL COHESION ..................................................................................... 50
INFORMAL COLLECTIVE ACTION ............................................................. 51
ADULT SUPPORT OF YOUTH ................................................................. 51
SCHOOL SUPPORT OF YOUTH ............................................................... 52
SELF-EFFICACY ........................................................................................ 52
COLLECTIVE EFFICACY ........................................................................... 53
PERCEIVED NEIGHBORHOOD SAFETY ..................................................... 53
PROBLEMS IN THE NEIGHBORHOOD ......................................................................................... 54

SHOOTINGS OR GUN-RELATED INCIDENTS IN THE LAST 3 MONTHS ................................. 54

ACCESS TO GUNS ........................................................................................................................ 55

FAMILY COMMUNICATION ABOUT NEIGHBORHOOD SAFETY, CRIME, & VIOLENCE ITEMS 56

WHAT YOUTH RESPONDENTS WOULD LIKE TO CHANGE ABOUT THEIR NEIGHBORHOOD . 56

KEY TAKEAWAYS ............................................................................................................................. 57

VALLEY PALMS ............................................................................................................................ 57

GILROY .......................................................................................................................................... 61
Table of Exhibits

Exhibit 1: NSU Oversight Structure ................................................................. 10
Exhibit 2: NSU Components and Key Strategies .............................................. 11
Exhibit 3: Overview of 2019 NSU Data Collection ......................................... 22
Exhibit 4: Community Safety Survey Data, 2016-2019 ................................. 23
Exhibit 5: 2019 Data Overview ...................................................................... 24
Exhibit 6: Participant Age Group .................................................................... 25
Exhibit 7: Participant Gender .......................................................................... 26
Exhibit 8: Participant Race/Ethnicity ................................................................. 27
Exhibit 9: School Status of Youth ................................................................... 27
Exhibit 10: Level of Education ....................................................................... 28
Exhibit 11: Years Living in their City ................................................................. 28
Exhibit 12: Participant Neighborhood ............................................................... 29
Exhibit 13: Valley Palms Adults: Participation in NSU Events and Workshops ... 30
Exhibit 14: Overfelt High School Youth: Participation in NSU Events and Workshops ................................................................. 30
Exhibit 15: Gilroy Adults: Participation in NSU Events and Workshops ............ 31
Exhibit 16: Gilroy Youth: Participation in NSU Events and Workshops .............. 31
Exhibit 17: Valley Palms Adults: Social Cohesion Survey Items ..................... 32
Exhibit 18: Valley Palms Adults: Informal Collective Action Items ................. 32
Exhibit 19: Valley Palms Adults: Self-Efficacy Survey Items ......................... 33
Exhibit 20: Valley Palms Adults: Collective Efficacy Survey Items ................. 33
Exhibit 21: Valley Palms Adults: Neighborhood Safety Survey Items ............ 34
Exhibit 22: Valley Palms Adults: Problems in the Neighborhood Survey Items ... 35
Exhibit 23: Valley Palms Adults: Exposure to Gun-Related Incidents .............. 35
Exhibit 24: Valley Palms Adults: Access to Guns ............................................ 36
Exhibit 25: Valley Palms Adults: Perceptions About Why People Carry Guns .... 36
Exhibit 26: Valley Palms Adults: Family Communication about Neighborhood Safety, Crime, & Violence Items ......................................................... 37
Exhibit 27: Overfelt Youth: Social Cohesion Survey Items .............................. 38
Exhibit 28: Overfelt High School Youth: Informal Collective Action Items ....... 38
Exhibit 29: Overfelt High School Youth: Adult Support of Youth .................... 39
Exhibit 30: Overfelt High School Youth: Adult Support of Youth .................... 39
Exhibit 31: Overfelt High School Youth: Self-Efficacy Survey Items ............... 40
Exhibit 32: Overfelt High School Youth: Collective Efficacy Survey Items ...... 40
Exhibit 33: Overfelt High School Youth: Neighborhood Safety Survey Items ... 41
Exhibit 34: Overfelt High School: Problems in the Neighborhood Survey Items . 41
Exhibit 35: Overfelt High School: Exposure to Gun-Related Incidents .......... 42
Exhibit 36: Overfelt High School: Access to Guns .......................................... 42
Exhibit 37: Overfelt High School Youth: Perceptions about Why People Carry Guns .................................................................................................................. 43
Exhibit 38. Overfelt High School Youth: Family Communication about Neighborhood Safety, Crime, and Violence ......................................................... 43
Exhibit 39. Overfelt Youth: What Youth Would Like to Change About their Neighborhood ......................................................................................................................... 44
Exhibit 40. Gilroy Adults: Social Cohesion Survey Items ........................................... 44
Exhibit 41. Gilroy Adults: Informal Collective Action Survey Items .......................... 45
Exhibit 42. Gilroy Adults: Self-Efficacy Survey Items ................................................ 46
Exhibit 43. Gilroy Adults: Collective Efficacy Survey Items ...................................... 46
Exhibit 44. Gilroy Adults: Neighborhood Safety Survey Items ............................... 47
Exhibit 45. Gilroy Adults: Problems in the Neighborhood Survey Items ................. 47
Exhibit 46. Gilroy Adults: Exposure to Gun-Related Incidents ............................... 48
Exhibit 47. Gilroy Adults: Access to Guns ................................................................. 48
Exhibit 48. Gilroy Adults: Perceptions About Why People Carry Guns ................... 48
Exhibit 49. Gilroy Adults: Family Communication about Neighborhood Safety, Crime, & Violence Items ......................................................................................................................... 49
Exhibit 50. Gilroy Adults: Anything Else You Would Like to Share about Your Neighborhood ................................................................................................................................. 50
Exhibit 51. Gilroy Youth: Social Cohesion Survey Items ........................................... 51
Exhibit 52. Gilroy Youth: Informal Collective Action Items ....................................... 51
Exhibit 53. Gilroy Youth: Adult Support of Youth ..................................................... 52
Exhibit 54. Gilroy Youth: School Support of Youth ..................................................... 52
Exhibit 55. Gilroy Youth: Self-Efficacy Survey Items ................................................ 53
Exhibit 56. Gilroy Youth: Collective Efficacy Survey Items ...................................... 53
Exhibit 57. Gilroy Youth: Neighborhood Safety Survey Items ............................... 54
Exhibit 58. Gilroy Youth: Problems in the Neighborhood Survey Items .................. 54
Exhibit 59. Gilroy Youth: Exposure to Gun-Related Incidents ............................... 55
Exhibit 60. Gilroy Youth: Access to Guns ................................................................. 55
Exhibit 61. Gilroy Youth: Perceptions About Why People Carry Guns ................... 56
Exhibit 62. Gilroy Youth: Family Communication about Neighborhood Safety, Crime, & Violence Items ......................................................................................................................... 56
Exhibit 63. Gilroy Youth: What Youth Would Like to Change About their Neighborhood ................................................................................................................................. 57
Exhibit 64. Valley Palms Adults: Significant Positive Trends 2016/17-2019 ............. 58
Exhibit 68. Valley Palms Adults and Overfelt Youth: Significant Differences in 2019 ................................................................................................................................. 60
Exhibit 69. Valley Palms Adults & Youth: Shootings or Incidents Involving Guns ................................................................................................................................. 60
Exhibit 70. Valley Palms Adults & Overfelt Youth: Access to Guns ......................... 61
Exhibit 71. Valley Palms Adults & Youth: Reasons Why People Carry Guns .......... 61
Exhibit 75. Gilroy Youth: Significant Negative Trends 2016/17-2019 .................... 63
Exhibit 76. Gilroy Adults and Youth: Significant Differences in 2019 .................... 63
Exhibit 77. Gilroy Adults & Youth: Shootings or Incidents Involving Guns ............ 64
Exhibit 78. Gilroy Adults & Youth: Access to Guns .............................................. 64
Exhibit 79. Gilroy Adults & Youth: Reasons Why People Carry Guns ..................... 65
Overview of NSU

The Neighborhood Safety/Services Unit (NSU) is a unique unit within the County of Santa Clara Probation Department. The NSU is currently operating in two neighborhoods, 95122 and 95020 ZIP codes, both of which were identified through a data driven process reviewing public health and other system data, including crime trends and school suspensions/expulsions. The NSU established a tiered oversight structure, which ensures the goals of the NSU are met.

Exhibit 1: NSU Oversight Structure

The core components of the NSU include community engagement, violence prevention through pro-social programming, and collaboration with school districts to enhance school climate initiatives. By strategically partnering with County, City, and community-based organizations, the NSU provides leadership training to residents to assist them in identifying meaningful community action goals that improve perceptions of safety. The NSU also employs a multi-generational approach in funding pro-social services, where activities for both youth and adults may include, but are not limited to, health and wellness workshops, physical fitness classes, and access to sports and extra-curricular activities during the school year and spring/summer breaks. Finally, the NSU partners with schools to ensure youth who are presenting truant and/or at-risk behaviors are linked to pro-social and other violence prevention programs or activities.
NSU’s role is to strengthen existing community assets and resiliency through improved connections between residents (Social Cohesion and Social Capital) and to develop and sustain capacity within each neighborhood to address racial and economic inequity through leadership development and root-cause analysis (Informal Collective Action and Collective Efficacy). These categories are further described below:

a. **Collective efficacy**: Describes a community with a shared objective consisting of individuals likely to intervene on behalf of the common good.

b. **Informal Collective Action**: More commonly referred to in the literature as “collective action,” this describes acts commonly defined as occurring outside of institutional contexts in informal groups or gatherings, tending to be more spontaneous and creative, and requiring the building of coalitions and consensus in the absence of a strong normative system.

c. **Social cohesion**: High level of connectedness among members of a community and a willingness to help out one another.

d. **Self-Efficacy**: Describes a community where residents feel their effort and collaboration with community members, neighbors, and police can make a positive difference.

e. **Perceived Neighborhood Safety**: Perception of neighborhood safety as measured through walkability, access to parks during the day and night, feelings of safety while accessing neighborhood resources.
SUMMARY OF LITERATURE REVIEW FINDINGS ON SUCCESSFUL COMMUNITY CHANGE EFFORTS AND INITIATIVES

A literature review revealed a body of evidence for effectiveness and overlap with the NSU services. Many of the core components of community change initiatives (CCIs) or place-based initiatives\(^1\) align with the NSU’s activities, outputs, and intermediate and long-term outcomes. Therefore, the principles, practices, approaches, and lessons learned not only affirm much of what the NSU has achieved thus far, but also serves to guide the NSU’s future work.

- **Community change typically involves a mix of approaches**\(^2\) including leadership strategies, strong social networks, community organizing efforts, and civic participation, approaches; this affirms the NSU’s focus on capacity building, fostering collaboration among stakeholders, and empowering and engaging residents.

- **Several lessons can be learned from CCI work**\(^3\) such as focusing on two-generation, place-based community change, understanding a community’s challenges and the complexity of managing and measuring change through data and Results-Based Accountability (RBA), promoting resident engagement (e.g., family circles, small grants), and offering interventions to build capacity and connection to opportunity.

- **Build resident capacity and leadership** to promote action that strengthen communities by using the *Resident Leadership and Facilitation Training* (RLF).\(^4\)

- **Boost protective factors like social connection, trust, and self-efficacy** to address the harmful effects of perceived lack of neighborhood safety.\(^5\)

- **Address NSU’s goals with a community-based youth participatory research program aimed at violence prevention** as guided by evidence-based programs like Operation Peacekeeper and Sacramento Building Healthy Communities Youth Leadership Team.\(^6\)

- **Use longitudinal data to improve design, management, and evaluation efforts.**\(^7\)

---

1. [https://www.urban.org/sites/default/files/publication/48721/2000167-resources-for-place-based-initiatives.pdf](https://www.urban.org/sites/default/files/publication/48721/2000167-resources-for-place-based-initiatives.pdf)
2. Making Connections: An initiative of the Annie E. Casey Foundation in collaboration with the Center for the Study of Social Policy, DC.
3. Making Connections: Lessons Learned, Casey Foundation and the Center for the Study of Social Policy, DC.
Engage in performance planning, measurement, and management by reviewing the theory of change and the implementation process, assessing the role of individual partners, and considering contextual factors.\(^8\)

RESULTS BASED ACCOUNTABILITY FRAMEWORK AND RACE-EQUITY

Results-Based Accountability (RBA)\(^9\) developed by Mark Friedman describes a data-driven approach to addressing complex social problems within a community. According to the designers, implementing an RBA framework improves communities, and the performance of programs, by building collaboration and consensus among stakeholders.\(^10\) It also establishes a system of accountability for the effort, as well as for the performance of programs, to further the well-being of individuals within the community.

Key Components of RBA:
- Data-informed, transparent decision-making
- Start at the end to determine what you want to achieve and work backwards to the means
- Identify the right level of accountability: Population or whole community (long-term) and/or Performance: programs, services, agencies, systems and initiatives (where the rubber hits the road)
- Establish partnerships and ask effective questions to quickly get from ends to means

Moving forward, the NSU aims to integrate racial equity into the RBA framework as we continue to ask ourselves the essential RBA questions through a racial equity lens: How much are we doing? How well are we doing it? Is anyone better off? By striving to employ the following racial equity principles into our work, we can be part of the racial equity solution. These principles were adopted from the Equity & Results\(^11\) model, as outlined below:

1. Staff and community members are mutually responsible for identifying, collecting, and using data in a participatory, respectful process.
2. Transforming the usual punitive data culture to transparent, non-punitive culture around data analysis and use.
3. A practice that doesn’t “prove” or blame communities for institutional and systems failures.
4. Data is shared with the community regardless of outcome.
5. Data is used consistently to inform practice.
6. Identify potential solutions with an eye to root cause so that they will be more likely to disrupt and shift racially disproportionate outcomes.

---

\(^8\) Aspen Institute Roundtable on Community Change in Collaboration with the Casey Foundation (2012).
\(^9\) https://clearimpact.com/results-based-accountability/
\(^10\) https://clearimpact.com/results-based-accountability/
7. Authentic, trusting relationships so that when data goes in a scary direction, we will seek solutions together rather than blame each other.

PROTECTIVE FACTORS FRAMEWORK

NSU partners with other County and City agencies to implement programs that focus on improving protective factors for parents and children. NSU implements the protective factor framework primarily by leveraging our relationships with residents in our partner communities who may be reluctant or untrustworthy of engaging in services. NSU has worked closely with local non-profits to either fund services or provide a venue for services related to the following protective factors:

- Nurturing and Attachment
- Parental Resilience
- Social Connections
- Concrete Support in Times of Need
- Knowledge of Parenting and Child Development
- Social and Emotional Competence

VIOLENCE PREVENTION

NSU's strategy is best described as the intersection between a public health and criminal justice approach to improving community safety and promoting protective factors that increase social connection and community resilience. NSU approaches violence prevention through a public health lens and concentrates its resources in primary prevention. At the community level, our focus is to prevent violence before it occurs, by helping to strengthen relationships between residents in our partner communities and assisting them in identifying meaningful community action goals that aim to improve short- and long-term health and well-being outcomes for themselves and their neighbors.

TRUST BUILDING IS KEY

NSU is guided by a set of core values and principles that allow us to successfully engage with individuals and families within the context of their communities.

Our Values: NSU is grounded in the core value of authenticity AND acknowledgement of the forces historical racial and systemic inequalities plays in our work. We continuously seek to achieve a deep appreciation for the intersection of resiliency and trauma in the families and communities we serve. We recognize the role of institutionalized racism, and we recognize our own role as system leaders in perpetuating (whether consciously or unconsciously) racism in our work. Only when we see, feel, and ultimately understand how individuals, families and communities thrive in the face of adversity, while they simultaneously, collectively suffer from generational trauma, can we authentically show up, first as human beings, then in whatever role or “job” we have. In other words, we must first develop a deep appreciation of the inherent wisdom of the families and communities we serve. Only then,
can we begin to authentically build trust and appreciation. Here is how we practice authenticity:

- We aim not to remain an observer of the community, but to become part of the community fabric itself; a partner rather than a service provider.
- When there is a gathering, we attend and break bread.
- When there is a tragic event, we mourn alongside community members.
- We both celebrate and suffer with the families we serve.
- Our staff resemble the community members we work with, either by lived experience, and/or by virtue of race, ethnicity, or socioeconomic background.

**Our principles:** The NSU is guided by two principles: (1) we practice recognizing the inner wisdom of the people we work with (community members) and (2) we strive to provide exceptional customer service in everything we do. Our staff are trained in curriculum such as the National Compadres Network’s Joven Noble and Xinachtli, a culturally based, healing centered framework for youth to uncover and discover their ancestral wisdom and power. To understand the inner wisdom of the communities we work in, we must first understand our own. For this reason, our staff not only lead healing centered circles, but also participate in them. The practice of recognizing the inner wisdom of each community member allows us to be open to the possibility of authentic relationship building. We also aim to provide exceptional customer service by following through with our commitments, standing with families in times of difficulty and always going the extra mile to uncover the best possible solution for whatever situation being faced.

**OUR IMPACT: BUILDING BRIDGES, CHANGING THE NARRATIVE**

Working with community does not happen in a vacuum. Understanding the decades of history and context of our partner neighborhoods, the NSU’s approach to place-based violence prevention is rooted in shared values that guide our intentional efforts to build meaningful and mutually-beneficial relationships with and among community members. This in-depth understanding of the unique histories of each of our partner communities allows the NSU to engage the community from a strengths-based lens despite the dominant, deficit-focused narratives, leadership and power structures that already exist in each neighborhood.
While challenges certainly contribute to the context and shared history, defining a neighborhood solely by its deficits maintains an inequitable power dynamic that reinforces the misleading perception that worthwhile solutions only come from outside of the community. The NSU has been intentional in building trust through consistent presence and active listening, conviction in keeping our *palabra* (our word or vow), and fully supporting neighborhood leaders in their process of identifying and mobilizing assets. In ensuring neighborhood leaders not only have a seat at the table, but are also comfortable enough in their leadership capacity to use their voice in spaces that are not traditionally conducive to their active participation, the NSU bridges community to opportunities to utilize their decision-making power and re-write their narrative. The role of the NSU in strengthening relationships and connections among neighbors, partners and stakeholders creates a platform for neighborhood leaders to truly drive the school-based and community-based violence prevention efforts in their neighborhood.

- Sustainable solutions come from community residents.
- Community leaders are most effective when system structures adapt to the needs of the community.
- Elevating strength-based approaches or starting conversations from a place that acknowledges resiliency allows the community to change its narrative.

**VALLEY PALMS UNIDOS, TOGETHER VALLEY PALMS – A CASE STUDY**

The evolution and impact of the Valley Palms Unidos (VPU) community leadership group provides strong examples of effective family engagement, including acknowledgement of the complex impacts of structural racism and neighborhood-driven efforts to address root causes of violence. The foundation for successful family engagement in the Valley Palms/Tully-Ocala Neighborhood is in prioritizing the collective acknowledgement of the complex impacts of structural racism as well as the community resilience and knowledge that have simultaneously existed for generations. To have this conversation from a place of authenticity, the NSU’s commitment to honest relationship-building, through consistency,
transparency, and understanding of positionality as a system-partner, was necessary for holding space for VPU and stakeholders to participate in a root-cause analysis of community violence. The VPU developed a vision of safety, within the context of the neighborhood’s history of resilience, to guide their work and partnership in their community.

Building on the acknowledgement of the community’s experience of trauma and resilience, the VPU and partners were able to begin the efforts of actively working toward the shared vision of a safer, more united Valley Palms, from a place of collective power. In line with the shared value of equitably partnering with community, the NSU invested in leadership development so that family engagement efforts led to community-initiated solutions to community-defined challenges. Strategic partnership with SOMOS Mayfair held the VPU and stakeholders accountable to the value of going beyond solutions that are community-backed to solutions that are community-driven. The VPU identified increased economic opportunities, access to safe spaces, and exercising decision-making power, as key priorities for preventing violence in their community. Collaborative efforts in these areas have led to:

- Creation of seven part-time positions (1 Mayfair, 5 VP Promotoras and 1 Valley Palms Coordinator employed by SOMOS Mayfair) and various stipends for pro-social instructors from the community to compensate neighborhood leaders for sharing their time and knowledge;
- Comprehensive food access programs such as the VPU Monthly Distribution that increases access to healthy groceries ($294,030, distributed to 54% of Valley Palms households in FY19), builds neighborhood capacity through training, and redefines partnership with the Second Harvest of Silicon Valley as the first low-income apartment distribution site to be resident-run;
- After a neighborhood-wide campaign for pedestrian safety, the installation of an enhanced crosswalk at the intersection of Lanai and Waverly and speedbumps along Lanai improved walkability;
- Ongoing advocacy for increased access and activation of community spaces in and around the Valley Palms Apartments complex that requires community organizing, strategic partnership, and civic engagement;
- Sustainable processes (community interview panels, participatory budgeting, and community-defined job descriptions) continually build the base of VPU and shared leadership by shifting from a traditional structure of governance to a collective model.

In line with the common VPU idea that, "you don’t have to leave your neighborhood to have a better one," the ongoing work of NSU to support VPU and partners is rooted in a commitment to the shared value of equitably engaging families and communities to be agents of change in their neighborhood.
EVALUATION ACTIVITIES

The NSU supports data collection and evaluation efforts to understand the impact of the NSU and their partners as well as to gauge the current needs of the communities served. The NSU administers an annual Community Safety Survey, which is presented in more detail in a subsequent section of this report. The NSU also employs various tools to collect performance measures and indicators throughout the program year (number of clients served, financial performance and consistency of services) through standardized quarterly, monthly reports, focus groups and informal interviews. Combined, these evaluation activities help the NSU understand lessons learned and the effectiveness (or ineffectiveness) of its services. The information is also used to identify strategies for addressing future challenges.

Performance data is used regularly to monitor whether services are being delivered as intended and to provide ongoing support to contractors as needed. Examples of process measures in NSU performance dashboards include:

- How many neighborhood association meetings were held?
- How many NSU-funded neighborhood events were held?
- How many people attended these events?
- How many youth participated in pro-social activities through NSU funding?

Evaluation questions related to outcomes address whether there were changes in knowledge, attitudes, behavior or community indicators associated with NSU’s activities. This data is collected primarily through NSU’s Community Safety Survey (CSS) and various focus groups held in previous years.

Examples of outcome questions include:

- **Individual-level**: Do residents’ leadership skills and self-efficacy to effect change increase after participating in the leadership development workshops?
- **Community-level**: What impact do NSU activities have on perceived community safety and social cohesion?

Data Sources and Methodology

This report summarizes data from the following two outcome measures:

- **Performance Dashboard Summary**: Performance measures are collected throughout the year and summarized into quarterly performance dashboards for the various NSU stakeholders to review and discuss. Sharing performance data improves transparency and allows for collaborative discussions using data to guide decisions.
- **Community Safety Survey (CSS)**: Survey conducted with residents at each site to assess community-level constructs such as perceived community safety, community cohesion, and collective efficacy.
In order to gather information about community characteristics, the Community Safety Survey has been administered to residents in the two Neighborhood Safety/Services Unit (NSU) neighborhoods, San Jose and Valley Palms, for four consecutive years (2016 – 2019). While in previous years, adult and youth data was gathered from residents attending community events and workshops, this year, in addition to gathering Gilroy adult and youth data, as well as Valley Palms adult data from such events, the Community Safety Survey was offered to all students attending W. C. Overfelt (Overfelt) High School, a school which not only serves youth who living in Valley Palms, but also those living in a wider geographic area.

Performance Summary

In an effort to monitor program performance, NSU regularly collects and syntheizes both program and financial performance data into dashboards. These dashboards are provided to each service provider funded through the NSU. Provider-specific dashboards are then synthesized into a broader ZIP code level dashboards, and are used to provide a month-to-month snapshot of program and financial performance for each of NSU’s supported neighborhoods. Metrics such as the number of clients served, target vs. actual cost per unit, and spending trends are captured in these dashboards and shared with all three tiers in the NSU reporting structure. Each performance metric in the dashboard is aligned to the NSU logic model, and is identified in the service provider’s contract or scope of work. The broader purpose of the performance dashboard is to ensure NSU is accountable to its stated goals, and that there are strong program monitoring tools that can be easily accessed and used to describe NSU’s impact in the community.

Below are examples of the tables and graphs that are included in the Fiscal Year 2019 dashboards. The full dashboards are included in Appendix A of this report.

PERFORMANCE SUMMARY OF ZIP CODE 95020
CHART 2: Performance Deliverables: Pro-Social Enrollments & Community Events/Gatherings (Actual vs. Target), FY19

PERFORMANCE SUMMARY OF ZIP CODE 95122

Chart 3: Budget vs. Expenditures (Actual vs. Target), FY19
The Survey

As in previous years, two versions of the survey were used, one for adults and one for youth 13 to 18 years old. The two versions of the survey ask the same questions with a few exceptions (e.g., how supported youth feel by adults and by schools). The survey has continued to be offered in English and in Spanish. In 2019, the survey was offered in Vietnamese as well.

A few changes were made to this year’s survey. Last year’s results highlighted the different perceptions of adults and youth living in the same community. Thus, this year’s survey includes questions that illuminate family communication about neighborhood safety, crime, and violence from the perspective of adults and youth. In addition, changes were made to the gun-related questions in order to better understand people’s perception of access to guns and the perceived reasons why people carry guns.

NSU also piloted the use of iPads this year in order to test the process of having respondents input their responses directly into Survey Monkey; 3% of the total data was gathered in this manner. The rest of the data was gathered via paper/pencil surveys.

<table>
<thead>
<tr>
<th>Performance Deliverables</th>
<th>Actual</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total # of Individuals Served (Duplicated)</td>
<td>3966</td>
<td></td>
</tr>
<tr>
<td>Number of Youth Fellows Served and Completed Fellowship Program</td>
<td>12</td>
<td>15</td>
</tr>
<tr>
<td>Community Events and Group and Leadership Classes (PA and CTC, Somos)</td>
<td>35</td>
<td>45</td>
</tr>
<tr>
<td>Attendees at NSU-Sponsored Events (Duplicated)</td>
<td>1747</td>
<td>862</td>
</tr>
<tr>
<td>Individuals Attending Parent/Teacher and Neighborhood Association Meetings (Duplicated)</td>
<td>1543</td>
<td>499</td>
</tr>
<tr>
<td>Residents Attending NSU-Sponsored Classes and Leadership Workshops (Duplicated)</td>
<td>350</td>
<td>380</td>
</tr>
<tr>
<td>Youth Attending NSU-Sponsored Extra Curricular and After School Activities (Duplicated)</td>
<td>186</td>
<td>200</td>
</tr>
</tbody>
</table>

**CHART 4: Performance Deliverables: Pro-Social Enrollments & Community Events/Gatherings (Actual vs. Target), FY19**
Data Collection

Data was gathered from June to November 2019 across a wide range of community events, workshops, and meetings; a variety of incentives were offered. Exhibit 3 provides an overview of NSU data collection in 2019, including the date, event, method of data collection, percentage of total data gathered at each event, and the incentive that was offered. While 43% of the total data for 2019 was gathered from youth at Overfelt High School, 27% of data was gathered at Party in the Park in East Gilroy, San Ysidro Park.

Exhibit 3. Overview of 2019 NSU Data Collection

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Data Collection Method</th>
<th>% of Total Data</th>
<th>Incentives</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/21/2019</td>
<td>Party in the Park</td>
<td>Paper/Pencil</td>
<td>27%</td>
<td>Backpacks</td>
</tr>
<tr>
<td>6/28/2019</td>
<td>San Ysidro Nueva Vida Cafecito Monthly Meeting</td>
<td>Paper/Pencil</td>
<td>0.4%</td>
<td>Backpacks</td>
</tr>
<tr>
<td>7/10/2019</td>
<td>Quarterly GPD Citizens Academy Meeting</td>
<td>Paper/Pencil</td>
<td>1%</td>
<td>NSU Bag</td>
</tr>
<tr>
<td>7/13/2019</td>
<td>Gilroy Library’s Makers Faire</td>
<td>Paper/Pencil</td>
<td>0.3%</td>
<td>Pool tokens</td>
</tr>
<tr>
<td>7/13/2019</td>
<td>NSU Youth Fellowship Graduation Celebration</td>
<td>Paper/Pencil</td>
<td>1%</td>
<td>Great America Year End Ticket</td>
</tr>
<tr>
<td>7/16/2019</td>
<td>Late Night Gym</td>
<td>Paper/Pencil</td>
<td>1%</td>
<td>Pool tokens</td>
</tr>
<tr>
<td>8/6/2019</td>
<td>Valley Palms National Night Out</td>
<td>Paper/Pencil</td>
<td>3%</td>
<td>NSU Swag Bag &amp; Raffle Ticket</td>
</tr>
<tr>
<td>8/20/2019</td>
<td>K. Smith Back to School BBQ</td>
<td>Paper/Pencil</td>
<td>3%</td>
<td>NSU Bag &amp; Raffle Ticket</td>
</tr>
<tr>
<td>10/1/2019</td>
<td>National Night Out</td>
<td>Paper/Pencil</td>
<td>8%</td>
<td>NSU Bag &amp; Raffle Ticket, tumbler, decal sticker</td>
</tr>
<tr>
<td>10/1/2019</td>
<td>National Night Out</td>
<td>Survey Monkey</td>
<td>0.5%</td>
<td>NSU Bag &amp; Raffle Ticket, tumbler, decal sticker</td>
</tr>
</tbody>
</table>
Assessment of Trends Across Years

Given that the NSU Community Safety Survey (CSS) has been collected for four years, there is an opportunity to compare survey responses among specific subgroups over time to understand trends in perceptions of neighborhood safety and related factors. Thus, the data gathered from 2016 and 2017 were compiled to form a larger sample size, so that significant differences between 2016/17, 2018 and 2019 (which had larger sample sizes) could be made. Significant differences indicate that the difference between years was not due to chance alone.

Significant Differences Between Adults and Youth from the Same Community

Analyses were also run to assess whether there were significant differences between the responses of adults and the responses of youth on the same community indicator. Again, significant differences indicated that the difference between adults and youth was not due to chance alone.

Community Safety Survey Data, 2016-2019

The amount of data gathered using the Community Safety Survey has increased significantly over the years from 2016 when a total of 127 surveys were gathered, to 2019 when a total of 1181 surveys were gathered.

Exhibit 4. Community Safety Survey Data, 2016-2019
2019 Data Overview

In 2019, there was a total of 183 surveys gathered from Valley Palms adults and 501 gathered from Overfelt High School youth; 13% of those youth surveys were gathered from youth living in Valley Palms. In addition, there were 330 surveys gathered from Gilroy adults, and 167 surveys gathered from Gilroy youth.

Exhibit 5. 2019 Data Overview

Community Safety Survey Results

EXECUTIVE SUMMARY

This year, data was gathered from 513 adults of which 330 were from Gilroy (64%) and 183 were from Valley Palms (36%). Data was also gathered from 668 youth of which 167 were from Gilroy (25%). While Valley Palms youth data was, in previous years, gathered from youth living in the Valley Palms project area, in 2019, 501 youth surveys (75% of the total youth sample for this year) were gathered at Overfelt High School. Overfelt serves not only Valley Palms youth, but youth living in a wider geographic area of East San Jose. However, 13% of surveys gathered at Overfelt High School in 2019 were completed by Valley Palms youth. Thus, this year’s youth data speaks to a more expansive population of youth compared to previous years.

The following was found regarding survey participant demographics for 2019:

- The demographic profile of adult and youth survey participants in Gilroy and Valley Palms indicate that a majority identified as Latino/Hispanic and living in the neighborhood for more than 10 years.

- Valley Palms adults tended to be slightly older and more likely to have graduated high school. While 43% of Gilroy youth lived in the NSU project area of East Gilroy, only 13% of Overfelt High School youth lived in the project area of Valley Palms.
Analysis of survey responses indicate:

- A majority of adult and youth respondents recognize issues of crime, violence and drug activity in their neighborhood; however, a majority also recognize the strengths of their neighborhood which includes a collective of individuals who care, who will look out for one another, who feel efficacious to work with others on important issues, who will act to strengthen their neighborhood, and who support youth development.

- An analysis of high-level trends showed that while Gilroy adults showed very little change in reports of community safety across all years of data collection, Gilroy youth, Valley Palms adults, and Overfelt High School youth did show several positive and negative trends across the years.

- A comparison of responses among adults and youth from the same community (i.e., Gilroy or Valley Palms) illustrated differences in the perceptions, attitudes, and experiences of adults and youth when it comes to indicators of community safety, access to and perceptions about gun safety, and this year, family communication about neighborhood safety, crime, and violence.

**DEMOGRAPHIC PROFILE**

**Participant age**

There was a higher proportion of younger adult respondents (18 to 34 years old) in Gilroy, compared to a higher proportion of older respondents (35 to 65+ years old) in Valley Palms. Regarding youth respondents, there was a higher proportion of younger youth (13 to 15 years old) in Gilroy, compared to the larger proportion of older 16 to 18 year old respondents from Overfelt High School.

**Exhibit 6. Participant Age Group**

<table>
<thead>
<tr>
<th></th>
<th>Gilroy</th>
<th>Valley Palms</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-24</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>25-34</td>
<td>33%</td>
<td>13%</td>
</tr>
<tr>
<td>35-44</td>
<td></td>
<td>37%</td>
</tr>
<tr>
<td>45-54</td>
<td></td>
<td></td>
</tr>
<tr>
<td>55-64</td>
<td></td>
<td></td>
</tr>
<tr>
<td>65+</td>
<td></td>
<td>4%</td>
</tr>
</tbody>
</table>

There was a higher proportion of younger adult respondents (18 to 34 years old) in Gilroy, compared to a higher proportion of older respondents (35 to 65+ years old) in Valley Palms. Regarding youth respondents, there was a higher proportion of younger youth (13 to 15 years old) in Gilroy, compared to the larger proportion of older 16 to 18 year old respondents from Overfelt High School.
Participant Gender

Three-quarters of all adult respondents were female (75%), with a higher proportion of females (81%) in Gilroy compared to 63% in Valley Palms. Among youth respondents, just over half (53%) were female, with a higher proportion of females in Gilroy (64%) than in Valley Palms (49%).

Exhibit 7. Participant Gender

Race/Ethnicity

The majority of both adult and youth respondents identified as Latino/Hispanic. In Gilroy, about 90% of all respondents identified as Latino/Hispanic, compared to 65% of Valley

---

12 For readability purposes, throughout this report percentages less than 5% do not appear in charts.
Palms adults and 86% of Overfelt Youth who identified this way. In addition, 26% of adults and 15% of youth in Valley Palms who participated in the survey identified as Asian.

**Exhibit 8. Participant Race/Ethnicity**

All Adults: Latino/Hispanic (L/H) = 408, White = 40, American Indian/Alaska Native (AI/AN) = 7, Asian = 55, Black/African American (B/AA) = 11, Native Hawaiian/Pacific Islander (NH/PI) = 9, Other = 1. Gilroy Adults: L/H = 292, White = 35; AI/AN = 7, Asian = 8, B/AA = 2, NH/PI = 5, Other = 1. Valley Palms Adults: L/H = 116, White = 5, AI/AN = 0, Asian = 47, B/AA = 9, NH/PI = 4, Other = 0.

All Youth: L/H = 558, White = 28, AI/AN = 11, Asian = 77, B/AA = 20, NH/PI = 1, Other = 4. Gilroy youth: L/H = 145, White = 16, AI/AN = 3, Asian = 3, B/AA = 6, NH/PI = 1, Other = 4. Overfelt Youth: L/H = 413, White = 12, AI/AN = 8, Asian = 74, B/AA = 14, NH/PI = 0, Other = 0.

**Current School Attendance among Youth**

As nearly all Valley Palms youth data in 2019 was gathered at Overfelt High School, 97% of respondents were currently attending high school. Since youth data for Gilroy was gathered across the community, there was a more diverse representation in terms of school status, with 63% of Gilroy youth currently attending high school, and 29% attending middle school.

**Exhibit 9. School Status of Youth**
Valley Palms: Middle School = 8, High School = 475, Not in School = 1, Other = 6; Gilroy: Middle School = 47, High School = 101, Not in School = 5, Other = 7.

**Highest Level of Education Completed by Adults**

The results showed a higher level of education among adult respondents in Valley Palms, compared to adults in Gilroy. While 77% of adults in Valley Palms had earned a high school diploma/GED or higher level of education, only 47% of Gilroy adults had done so.

**Exhibit 10. Level of Education**

Valley Palms: Never Attended School/Only Attended K = 0, Elementary (Grades 1-8) = 8, Some High School (Grades 9-11) = 29, High School Graduate/GED = 111, Some College/Tech School = 26, College Graduate (4+Years) = 4, Other = 0. Gilroy: Never Attended School/Only Attended K = 11, Elementary (Grades 1-8) = 109, Some High School (Grades 9-11) = 46, High School Graduate/GED = 72, Some College/Tech School = 45, College Graduate (4+Years) = 32, Other = 4.

**Percentage of Participants Who have Lived in the City More than 5 Years**

The majority of adult and youth respondents in Gilroy and Valley Palms reported having lived in their city for more than 10 years.

**Exhibit 11. Years Living in their City**

<table>
<thead>
<tr>
<th></th>
<th>All Adults</th>
<th>Valley Palms</th>
<th>Gilroy</th>
<th>Gilroy</th>
<th>Valley Palms</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year or Less</td>
<td>5%</td>
<td>8%</td>
<td>7%</td>
<td>11%</td>
<td>8%</td>
</tr>
<tr>
<td>2-5 Years</td>
<td>9%</td>
<td>27%</td>
<td>13%</td>
<td>8%</td>
<td>27%</td>
</tr>
<tr>
<td>6-10 Years</td>
<td>18%</td>
<td>62%</td>
<td>71%</td>
<td>10%</td>
<td>9%</td>
</tr>
<tr>
<td>&gt;10 Years</td>
<td>67%</td>
<td>71%</td>
<td>72%</td>
<td>9%</td>
<td>10%</td>
</tr>
</tbody>
</table>

All Adults: 1 Year or Less = 26, 2-5 Years = 47, 6-10 Years = 92, >10 Years = 346; Gilroy Adults: 1 Year or Less = 22, 2-5 Years = 32, 6-10 Years = 42, >10 Years = 232; Valley Palms Adults: 1 Year or Less =
Residents of Project Area

Fifty-eight percent of all adult respondents live in NSU’s project areas (East Gilroy and Valley Palms). Eighty-six percent of Valley Palms adults live in the project area, and 42% of Gilroy respondents live in the project area.

On the other hand, 21% of all youth respondents live in NSU’s project areas; this figure is lower than the proportion of adults who live in the project area due to data collection for Valley Palms youth taking place at Overfelt High School this year. Thus, while 43% of Gilroy youth live in East Gilroy, only 13% of Overfelt High School respondents live in Valley Palms.

Exhibit 12. Participant Neighborhood

<table>
<thead>
<tr>
<th></th>
<th>ALL ADULTS</th>
<th>East Gilroy</th>
<th>Valley Palms</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>58%</td>
<td>42%</td>
<td>86%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>ALL YOUTH</th>
<th>East Gilroy</th>
<th>Valley Palms</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>21%</td>
<td>43%</td>
<td>13%</td>
</tr>
</tbody>
</table>

All Adults = 292; Gilroy Adults = 135; Valley Palms Adults = 157; All Youth = 136; Gilroy Youth = 71; Overfelt Youth = 65.

Participation in NSU Events and Workshops

Valley Palms Adults

Participation in NSU Events and Workshops was very high among Valley Palms adults who completed the survey, with 68% of respondents having participated in the Valley Palms Unidos Monthly Distribution, 47% in the Valley Palms Unidos Community-Building Events, and 40% in the Project Access Outreach Presentations and Mobile Summer Lunch Program.
Exhibit 13: Valley Palms Adults: Participation in NSU Events and Workshops

N=172

Overfelt High School Youth

As expected, participation in NSU events and workshops was not as high among Overfelt High School youth, as only a proportion of Overfelt High School students live in the project area. The most highly participated in NSU event was the Katherine Smith Elementary School Back-to-School BBQ (25%).

Exhibit 14: Overfelt High School Youth: Participation in NSU Events and Workshops

N=71. Events/workshops not appearing in chart due to <5% rate are available upon request.
Gilroy Adults

The most highly participated in NSU event or workshop was the Eliot Elementary School ELAC meetings which 43% of Gilroy adult respondents reported attending, followed by San Ysidro Nueva Vida Free Classes (22%) and San Ysidro Nueva Vida Monthly Cafecitos (20%).

Exhibit 15: Gilroy Adults: Participation in NSU Events and Workshops

N=182. Events/workshops not appearing in chart due to <5% rate are available upon request.

Gilroy Youth

Forty-three percent of Gilroy youth respondents participated in the San Ysidro Nueva Vida Day of the Child/Kids Discover Arts event, while 34% participated in the San Ysidro Nueva Vida Holiday Posada, and 27% participated in the San Ysidro Nueva Vida College Tours/Family Trips.

Exhibit 16: Gilroy Youth: Participation in NSU Events and Workshops

N=92. Events/workshops not appearing in chart due to <5% rate are available upon request.
VALLEY PALMS ADULTS

Social Cohesion

The majority of Valley Palms adults agree or strongly agree that there is a sense of social cohesion in their community, especially when it came to thinking people that live in their neighborhood are generally friendly (94%), and people in their neighborhood generally getting along with each other (93%). A lower proportion of respondents (78%) agree or strongly agree that the neighborhood is a good area to raise children.

Exhibit 17. Valley Palms Adults: Social Cohesion Survey Items

N=180-181

Informal Collective Action

While 76% of Valley Palms adult respondents talked to friends or family about crime once a month or more, only 50% attended a community meeting in their neighborhood this often.

Exhibit 18. Valley Palms Adults: Informal Collective Action Items

N=181
Self-Efficacy

The majority of Valley Palms adults agreed or strongly agreed that their effort and collaboration with community members, neighbors, and police can make a difference; 90% agreed or strongly agreed that working with community members would make their neighborhood a safer place to live.

**Exhibit 19. Valley Palms Adults: Self-Efficacy Survey Items**

- If I work with other community members, my neighborhood will be a safer place to live. 9% Strongly Disagree, 61% Disagree, 29% Agree, 9% Strongly Agree
- If I work with the police, my neighborhood will be a safer place to live. 22% Strongly Disagree, 54% Disagree, 19% Agree, 5% Strongly Agree
- I can influence the police to take action on important crime issues. 28% Strongly Disagree, 57% Disagree, 13% Agree, 2% Strongly Agree
- I know I can make a difference in my neighborhood. 26% Strongly Disagree, 62% Disagree, 9% Agree, 3% Strongly Agree
- I can influence my neighbors to take action on important crime issues. 18% Strongly Disagree, 59% Disagree, 22% Agree, 1% Strongly Agree

N=181

**Collective Efficacy**

Valley Palms adults reported that their neighbors are likely or very likely to intervene for the common good of the community.

**Exhibit 20. Valley Palms Adults: Collective Efficacy Survey Items**

- The city was planning on closing the fire station closest to your home. 21% Very Unlikely, 56% Unlikely, 20% Likely, 3% Very Likely
- The city was planning to cut funding for a local community center. 18% Very Unlikely, 60% Unlikely, 20% Likely, 2% Very Likely
- A vacant house in the neighborhood was being used for drug use. 15% Very Unlikely, 59% Unlikely, 23% Likely, 3% Very Likely
- People were dumping large trash items in a local park or alleys. 24% Very Unlikely, 59% Unlikely, 14% Likely, 3% Very Likely
- If drugs were being sold on your block. 10% Very Unlikely, 55% Unlikely, 32% Likely, 3% Very Likely
- If suspicious people were hanging around the neighborhood. 22% Very Unlikely, 54% Unlikely, 22% Likely, 2% Very Likely
- If people were having a large argument in the street. 11% Very Unlikely, 56% Unlikely, 31% Likely, 3% Very Likely
- If a group of underage kids were drinking. 17% Very Unlikely, 55% Unlikely, 27% Likely, 2% Very Likely
- If there was a fight in front of your house and someone was being beaten or threatened. 6% Very Unlikely, 49% Unlikely, 44% Likely, 1% Very Likely
- If someone on your block was playing loud music. 29% Very Unlikely, 51% Unlikely, 17% Likely, 3% Very Likely
- If a child was showing disrespect to an adult. 24% Very Unlikely, 57% Unlikely, 16% Likely, 3% Very Likely

*Continued on next page.*
Perceived Neighborhood Safety

While the majority of Valley Palms adults reported feeling somewhat safe to very safe in their neighborhood during the day, they reported feeling somewhat unsafe to very unsafe in these same places during the night.

Exhibit 21. Valley Palms Adults: Neighborhood Safety Survey Items

N=180-181

Problems in the Neighborhood

Though 65% of Valley Palms adults agree or strongly agree that their neighborhood is safe, 86% agree or strongly agree that violence is a problem in their neighborhood, in addition to crime (83%) and drug activity (74%).
Exhibit 22. Valley Palms Adults: Problems in the Neighborhood Survey Items

N=181

Shootings or Gun-Related Incidents in the Last 3 Months

Only 9% of Valley Palms adults reported zero shootings or gun-related incidents in the last 3 months. On the other hand, 55% reported one or two, 31% reported three or four, and 5% reported five or more shootings or gun-related incidents.

Exhibit 23. Valley Palms Adults: Exposure to Gun-Related Incidents

Access to Guns

While 94% of Valley Palms youth reported that they did not, nor did they know anyone who carry a gun, 86% reported that they nor someone they know own a gun, and 79% reported not knowing how to get a gun.
Exhibit 24. Valley Palms Adults: Access to Guns

Carries a gun = 11; Owns a gun = 24; Knows how to get a gun = 35

Perceptions About Why People Carry Guns

Ninety-five percent of Valley Palms adult respondents indicated that they think people they know carry guns to feel safe, protected, or to defend themselves, while 11% think they do so to intimidate others.

Exhibit 25. Valley Palms Adults: Perceptions About Why People Carry Guns

N=79. Respondents could select more than one answer.

Family Communication about Neighborhood Safety, Crime, & Violence Items

Valley Palms adults reported generally very positive family communication about neighborhood safety, crime, and violence, with 96% of Valley Palms adults reported being interested in talking with their child.
Exhibit 26. Valley Palms Adults: Family Communication about Neighborhood Safety, Crime, & Violence Items

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am interested in talking with my child.</td>
<td>50%</td>
<td>55%</td>
<td>46%</td>
<td></td>
</tr>
<tr>
<td>I know enough about these topics to talk to my child.</td>
<td>23%</td>
<td>62%</td>
<td>23%</td>
<td></td>
</tr>
<tr>
<td>I want to know my child’s questions about these issues.</td>
<td>3%</td>
<td>64%</td>
<td>30%</td>
<td></td>
</tr>
<tr>
<td>I try to understand how my child feels.</td>
<td>5%</td>
<td>28%</td>
<td>50%</td>
<td>17%</td>
</tr>
<tr>
<td>I have the communication skills I need to talk to my child.</td>
<td>8%</td>
<td>66%</td>
<td>24%</td>
<td></td>
</tr>
<tr>
<td>My child shows interest in talking with me.</td>
<td>12%</td>
<td>67%</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>My child asks me questions.</td>
<td>3%</td>
<td>67%</td>
<td>26%</td>
<td></td>
</tr>
<tr>
<td>My child shares her/his feelings with me.</td>
<td>3%</td>
<td>67%</td>
<td>26%</td>
<td></td>
</tr>
<tr>
<td>My child talks openly and freely with me.</td>
<td>17%</td>
<td>63%</td>
<td>21%</td>
<td></td>
</tr>
</tbody>
</table>

N=143-145

Valley Palms Adults: Anything Else You Would Like to Share about Your Neighborhood?

While all adult respondents were asked if there was anything else they would like to share about their neighborhood, their responses did not elicit informative feedback.

OVERFELT HIGH SCHOOL YOUTH

Social Cohesion

The vast majority of Overfelt High School respondents agreed or strongly agreed that they experience a sense of social cohesion in their neighborhood, especially when it comes to being happy they live in this neighborhood (84%) and people in the neighborhood being generally friendly (84%), though only 36% regularly stop to talk with neighbors.
Exhibit 27. Overfelt Youth: Social Cohesion Survey Items

<table>
<thead>
<tr>
<th>Survey Item</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>People that live in my neighborhood are generally friendly.</td>
<td>14%</td>
<td>68%</td>
<td>16%</td>
<td></td>
</tr>
<tr>
<td>I am happy I live in this neighborhood.</td>
<td>13%</td>
<td>56%</td>
<td>28%</td>
<td></td>
</tr>
<tr>
<td>People around here take care of each other.</td>
<td>6%</td>
<td>35%</td>
<td>49%</td>
<td>10%</td>
</tr>
<tr>
<td>People in this neighborhood can be trusted.</td>
<td>9%</td>
<td>36%</td>
<td>47%</td>
<td>8%</td>
</tr>
<tr>
<td>People around here are willing to help their neighbors.</td>
<td>5%</td>
<td>22%</td>
<td>62%</td>
<td>11%</td>
</tr>
<tr>
<td>People in this neighborhood generally get along with each other.</td>
<td>19%</td>
<td>67%</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>People in this neighborhood share the same values.</td>
<td>6%</td>
<td>43%</td>
<td>45%</td>
<td>6%</td>
</tr>
<tr>
<td>I regularly stop and talk with people in my neighborhood.</td>
<td>22%</td>
<td>42%</td>
<td>30%</td>
<td>6%</td>
</tr>
<tr>
<td>I know the names of people in my neighborhood.</td>
<td>26%</td>
<td>33%</td>
<td>34%</td>
<td>7%</td>
</tr>
<tr>
<td>You can count on adults in this neighborhood to watch out that children are safe and don’t get in trouble.</td>
<td>14%</td>
<td>30%</td>
<td>45%</td>
<td>12%</td>
</tr>
</tbody>
</table>

$N=477-486$

Informal Collective Action

Less than half of youth respondents reported talking with friends or family about crime at least once a month or more (42%); only 30% talked with neighbors about crime this often.

Exhibit 28. Overfelt High School Youth: Informal Collective Action Items

<table>
<thead>
<tr>
<th>Survey Item</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talked with your friends or family about crime</td>
<td>29%</td>
<td>29%</td>
<td>18%</td>
<td>15%</td>
</tr>
<tr>
<td>Talked with your neighbors about crime issues</td>
<td>70%</td>
<td>19%</td>
<td>7%</td>
<td></td>
</tr>
</tbody>
</table>

$N=471$

Adult Support of Youth

Roughly three quarters (74%) of Overfelt High School respondents agreed or strongly agreed that if they had a personal problem, they could ask an adult in their family for help. While 44% to 49% reported that neighbors encourage them to do their best, are proud of them when they do something well, and are available to talk about important things, only 32% reported that neighbors notice when they’re doing a good job and let them know.
Exhibit 29. Overfelt High School Youth: Adult Support of Youth

Most Overfelt youth respondents agreed or strongly agreed that there are lots of opportunities to get involved in prosocial activities outside class (92%), they feel safe at school (84%), and that their school shares their successes with their parent/guardian (65%).

Exhibit 30. Overfelt High School Youth: Adult Support of Youth

The majority of Overfelt respondents agree or strongly agree that their neighborhood will be a safer place if they work with other community members (64%). About half agree or strongly agree that if they work with police their neighborhood will be a safer place to live (52%), and that they can influence the police to take action on important crime issues (48%), though 39% agree to strongly agree they can influence neighbors to take action on key crime issues.
Exhibit 31. Overfelt High School Youth: Self-Efficacy Survey Items

N=464-468

Collective Efficacy

Youth respondents reported that neighbors were likely or very likely to intervene in some cases, such as if someone on their block was firing a gun (65%), but unlikely or very unlikely to intervene in other cases, such as if children were skipping school (31%).

Exhibit 32. Overfelt High School Youth: Collective Efficacy Survey Items

N=452-464

Perceived Neighborhood Safety

The majority of Overfelt youth respondents reported feeling somewhat safe to very safe in their neighborhood during the day (75% to 87%). However, only about half of respondents reported feeling somewhat safe or very safe at night (49% to 61%).
Exhibit 33. Overfelt High School Youth: Neighborhood Safety Survey Items

While the majority of respondents at Overfelt High School agreed or strongly agreed that their neighborhood is safe (64%), between 33% to 38% agreed to strongly agreed that crime, violence, and drug activity are problems in their neighborhood.

Exhibit 34. Overfelt High School: Problems in the Neighborhood Survey Items

Youth were asked how many shootings and other incidents involving guns had taken place in their neighborhood in the last three months. While 53% of Overfelt High School respondents reported zero shootings/gun-related incidents, 32% reported 1 to 2 incidents, 10% reported 3 to 4, and about 6% reported 5 or more incidents in the last three months.

Problems in the Neighborhood

While the majority of respondents at Overfelt High School agreed or strongly agreed that their neighborhood is safe (64%), between 33% to 38% agreed to strongly agreed that crime, violence, and drug activity are problems in their neighborhood.
Exhibit 35. Overfelt High School: Exposure to Gun-Related Incidents

Access to Guns

While the majority of Overfelt High School youth reported that they did not, nor did they know anyone in their neighborhood who carries, owns, or knows how to get a gun, about one-third of youth respondents reported that they or someone they know knows how to get a gun (34%) or owns a gun (29%), and 19% reported that they or someone they know carries a gun.

Exhibit 36. Overfelt High School: Access to Guns

Perceptions about Why People Carry Guns

Seventy-one percent of Overfelt High School youth respondents indicated that they think people they know carry guns to feel safe, protected, or to defend themselves, while 27% indicated that people carry guns to intimidate others, and 11% think people do so to assist in getting things that they want or need.
Exhibit 37. Overfelt High School Youth: Perceptions about Why People Carry Guns

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feel safe, protected, or to defend themselves</td>
<td>71%</td>
</tr>
<tr>
<td>Intimidate others</td>
<td>27%</td>
</tr>
<tr>
<td>Assist in getting things that they want or need</td>
<td>11%</td>
</tr>
<tr>
<td>Other</td>
<td>9%</td>
</tr>
</tbody>
</table>

N=367. Respondents could select more than one answer.

Family Communication about Neighborhood Safety, Crime, and Violence

Roughly three-quarters of Overfelt High School respondents agreed to strongly agreed that they engage in positive communication with their family about neighborhood safety, crime, and violence (70% to 79%), with the exception of talking openly and freely with my parent/guardian (65%) and sharing their feelings with their parent or guardian (55%).

Exhibit 38. Overfelt High School Youth: Family Communication about Neighborhood Safety, Crime, and Violence

- I am interested in talking with my parent or guardian: 52% Agree, 24% Strongly Agree
- I ask my parent or guardian questions: 51% Agree, 23% Strongly Agree
- I share my feelings with my parent or guardian: 41% Agree, 24% Strongly Agree
- I talk openly and freely with my parent or guardian: 11% Agree, 20% Strongly Agree
- My parent or guardian is interested in talking with me: 53% Agree, 25% Strongly Agree
- My parent or guardian knows enough about these…: 52% Agree, 21% Strongly Agree
- My parent or guardian wants to know my questions…: 52% Agree, 18% Strongly Agree
- My parent or guardian tries to understand how I feel: 51% Agree, 24% Strongly Agree
- My parent or guardian has the communication skills…: 47% Agree, 27% Strongly Agree
- My parent or guardian talks openly and freely with me: 53% Agree, 26% Strongly Agree

N=397-407

What Youth Respondents Would Like to Change About their Neighborhood

Of the 156 responses provided by Overfelt youth about what they would like to change about their neighborhood, 29% had to do with not wanting to change anything, 15% related to wanting less crime/violence, and greater safety, and 8% wanted greater police presence.
### Exhibit 39. Overfelt Youth: What Youth Would Like to Change About their Neighborhood

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nothing; everything is fine; it’s ok</td>
<td>45</td>
<td>29%</td>
</tr>
<tr>
<td>Less crime &amp; violence, greater safety</td>
<td>24</td>
<td>15%</td>
</tr>
<tr>
<td>Greater police presence</td>
<td>13</td>
<td>8%</td>
</tr>
<tr>
<td>More sports/recreational opportunities</td>
<td>11</td>
<td>7%</td>
</tr>
<tr>
<td>Cleaner nicer neighborhood</td>
<td>11</td>
<td>7%</td>
</tr>
<tr>
<td>Reduce drug dealing &amp; drug use</td>
<td>9</td>
<td>6%</td>
</tr>
<tr>
<td>I don’t know</td>
<td>9</td>
<td>6%</td>
</tr>
<tr>
<td>Build community connection</td>
<td>8</td>
<td>5%</td>
</tr>
<tr>
<td>Add street lights</td>
<td>7</td>
<td>4%</td>
</tr>
<tr>
<td>Address sexual harassment of women</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>Improve everything</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>It can’t be changed</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>10</td>
<td>6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>156</td>
<td>100%</td>
</tr>
</tbody>
</table>

### GILROY ADULTS

#### Social Cohesion

Roughly three quarters of Gilroy adults (74%) agreed or strongly agreed that they experience social cohesion in their neighborhood, especially when it comes to being happy they live in this neighborhood (92%), people in the neighborhood being generally friendly (91%), and the neighborhood being a good area to raise children (89%).

### Exhibit 40. Gilroy Adults: Social Cohesion Survey Items

<table>
<thead>
<tr>
<th>Item</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>People in this neighborhood can be trusted.</td>
<td>15%</td>
<td>52%</td>
<td>29%</td>
<td></td>
</tr>
<tr>
<td>People around here are willing to help their neighbors.</td>
<td>11%</td>
<td>56%</td>
<td>30%</td>
<td></td>
</tr>
<tr>
<td>This is a close-knit neighborhood.</td>
<td>18%</td>
<td>53%</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>People in this neighborhood generally get along with each other.</td>
<td>12%</td>
<td>58%</td>
<td>27%</td>
<td></td>
</tr>
<tr>
<td>People in this neighborhood share the same values.</td>
<td>18%</td>
<td>54%</td>
<td>24%</td>
<td></td>
</tr>
<tr>
<td>I regularly stop and talk with people in my neighborhood.</td>
<td>15%</td>
<td>53%</td>
<td>28%</td>
<td></td>
</tr>
<tr>
<td>I know the names of people in my neighborhood.</td>
<td>22%</td>
<td>45%</td>
<td>29%</td>
<td></td>
</tr>
<tr>
<td>You can count on adults in this neighborhood to watch out that children are safe and don’t get in trouble.</td>
<td>17%</td>
<td>51%</td>
<td>27%</td>
<td></td>
</tr>
</tbody>
</table>

*Continued on the next page.*
Informal Collective Action

While 38% of Gilroy adults talked with friends or family about crime about once a month or more, only 26% talked with neighbors about crime issues and 21% attended a community meeting in their neighborhood that often.

Exhibit 41. Gilroy Adults: Informal Collective Action Survey Items

Self-Efficacy

Ninety-four percent (94%) of respondents agreed or strongly agreed that they can make a difference in their neighborhood, while 93% agreed or strongly agreed that if they work with other community members, their neighborhood will be a safer place to live.
Exhibit 42. Gilroy Adults: Self-Efficacy Survey Items

Collective Efficacy

Between 50% and 68% of Gilroy adults reported that it is likely or very likely that their neighbors would intervene; they thought neighbors would likely or very likely to intervene if people were dumping large trash items in a local park or alley (68%), but least likely to intervene if a vacant house in the neighborhood was being used for drug dealing (50%).

Exhibit 43. Gilroy Adults: Collective Efficacy Survey Items

N=318-326
Perceived Neighborhood Safety

The majority of Gilroy adults reported feeling somewhat safe to very safe in their neighborhood at night (70% to 82%) and during the day (77% to 88%).

Exhibit 44. Gilroy Adults: Neighborhood Safety Survey Items

<table>
<thead>
<tr>
<th>Time</th>
<th>In local parks</th>
<th>Walking around my neighborhood</th>
<th>Walking to/from transportation</th>
<th>On public buses or trains</th>
</tr>
</thead>
<tbody>
<tr>
<td>Night</td>
<td>9%</td>
<td>18%</td>
<td>44%</td>
<td>30%</td>
</tr>
<tr>
<td></td>
<td>6%</td>
<td>12%</td>
<td>40%</td>
<td>41%</td>
</tr>
<tr>
<td></td>
<td>6%</td>
<td>20%</td>
<td>44%</td>
<td>30%</td>
</tr>
<tr>
<td></td>
<td>7%</td>
<td>23%</td>
<td>42%</td>
<td>28%</td>
</tr>
</tbody>
</table>

Exhibit 45. Gilroy Adults: Problems in the Neighborhood Survey Items

Problems in the Neighborhood

Seventy-one percent of Gilroy adults agreed or strongly agreed that their neighborhood is safe, and over half disagreed or strongly disagreed that violence (58%), drug activity (52%), and crime (50%) are problems in their neighborhood.

Exhibit 45. Gilroy Adults: Problems in the Neighborhood Survey Items

<table>
<thead>
<tr>
<th>Problem</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>My neighborhood is safe.</td>
<td>8%</td>
<td>21%</td>
<td>42%</td>
<td>29%</td>
</tr>
<tr>
<td>Drug activity is a problem in</td>
<td>14%</td>
<td>38%</td>
<td>30%</td>
<td>19%</td>
</tr>
<tr>
<td>my neighborhood.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Violence is a problem in my</td>
<td>14%</td>
<td>43%</td>
<td>29%</td>
<td>13%</td>
</tr>
<tr>
<td>neighborhood.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crime is a problem in my</td>
<td>13%</td>
<td>37%</td>
<td>34%</td>
<td>16%</td>
</tr>
<tr>
<td>neighborhood.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Shootings or Gun-Related Incidents in the Last 3 Months

Seventy-six percent of Gilroy adult respondents reported zero shootings or gun-related incidents in the last three months, while 19% reported 1 to 2, 4% reported 3 to 4, and less than 1% reported 7 or more gun-related incidents.
Access to Guns

The majority of Gilroy adult respondents reported that they did not, nor did they know anyone who carries a gun (93%), owns a gun (89%), or knows how to get a gun (86%).

Perceptions About Why People Carry Guns

While 53% of Gilroy adult respondents indicated that they think people they know carry guns to feel safe, protected, or to defend themselves, 16% think others carry guns to intimidate others, and 10% think they do it to assist in getting things they want or need. Thirty-three percent indicate that there were other reasons others carry guns.

N=256. Respondents could select more than one answer.
Family Communication about Neighborhood Safety, Crime, and Violence

Gilroy adults overwhelmingly reported having positive family communication about neighborhood safety, crime, and violence with their child(ren). For example, 99% of Gilroy adults agree or strongly agree that they are interested in talking with their child. Only a small percentage of Gilroy adults disagreed with statements that they did know enough about these topics to talk to their child (8%) or that they had the communication skills needed to talk to their child (6%).

Exhibit 49. Gilroy Adults: Family Communication about Neighborhood Safety, Crime, & Violence

<table>
<thead>
<tr>
<th>Item</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am interested in talking with my child.</td>
<td>26%</td>
<td>40%</td>
<td>37%</td>
<td>52%</td>
</tr>
<tr>
<td>I know enough about these topics to talk to my child</td>
<td>6%</td>
<td>41%</td>
<td>37%</td>
<td>57%</td>
</tr>
<tr>
<td>I want to know my child’s questions about these issues</td>
<td>37%</td>
<td>37%</td>
<td>37%</td>
<td>57%</td>
</tr>
<tr>
<td>I talk openly and freely with my child.</td>
<td>37%</td>
<td>36%</td>
<td>36%</td>
<td>60%</td>
</tr>
<tr>
<td>My child shows interest in talking with me.</td>
<td>36%</td>
<td>36%</td>
<td>34%</td>
<td>62%</td>
</tr>
<tr>
<td>My child asks me questions.</td>
<td>36%</td>
<td>34%</td>
<td>33%</td>
<td>63%</td>
</tr>
<tr>
<td>My child shares her/his feelings with me.</td>
<td>34%</td>
<td>36%</td>
<td>36%</td>
<td>60%</td>
</tr>
<tr>
<td>My child talks openly and freely with me.</td>
<td>33%</td>
<td>34%</td>
<td>36%</td>
<td>61%</td>
</tr>
</tbody>
</table>

N=199-204

Gilroy Adults: Anything Else You Would Like to Share about Your Neighborhood?

Adult respondents were asked if there was anything else they would like to share about their neighborhood. Among the 74 written responses provided by Gilroy adults, 18% of responses expressed liking and being grateful for events that build community, 15% expressed happiness and satisfaction with their neighborhood, and 9% wanted greater police presence.
### Exhibit 50. Gilroy Adults: Anything Else You Would Like to Share about Your Neighborhood

<table>
<thead>
<tr>
<th>Response</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>I like/I’m thankful for the events that build community</td>
<td>13</td>
<td>18%</td>
</tr>
<tr>
<td>Happy and satisfied</td>
<td>11</td>
<td>15%</td>
</tr>
<tr>
<td>Greater police presence</td>
<td>7</td>
<td>9%</td>
</tr>
<tr>
<td>Less drug/alcohol use &amp; gangs</td>
<td>6</td>
<td>8%</td>
</tr>
<tr>
<td>Cleaner neighborhood</td>
<td>6</td>
<td>8%</td>
</tr>
<tr>
<td>Safer parks</td>
<td>6</td>
<td>8%</td>
</tr>
<tr>
<td>Lights</td>
<td>5</td>
<td>7%</td>
</tr>
<tr>
<td>Other</td>
<td>4</td>
<td>5%</td>
</tr>
<tr>
<td>Address homelessness</td>
<td>3</td>
<td>4%</td>
</tr>
<tr>
<td>More fun recreational activities/facilities</td>
<td>3</td>
<td>4%</td>
</tr>
<tr>
<td>More security cameras</td>
<td>3</td>
<td>4%</td>
</tr>
<tr>
<td>Thank you</td>
<td>3</td>
<td>4%</td>
</tr>
<tr>
<td>Safety</td>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td>Traffic/more stop signs/walkways</td>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>74</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

### GILROY YOUTH

**Social Cohesion**

The majority of Gilroy youth reported experiencing social cohesion, however, there were differences in the extent to which they felt this way depending upon the specific survey item. For example, while 93% of these respondents agreed or strongly agreed that they were happy they live in this neighborhood, only 58% regularly stop and talk with people in their neighborhood, and 63% know the names of people in their neighborhood.
Exhibit 51. Gilroy Youth: Social Cohesion Survey Items

Informal Collective Action

Sixty-nine percent of Gilroy youth reported never having talked with their neighbors about crime issues, and 41% reported never having talked with friends or family about crime.

Exhibit 52. Gilroy Youth: Informal Collective Action Items

Adult Support of Youth

The majority of Gilroy youth agree or strongly agree that there are adults in their neighborhood who support them, especially when it came to being able to ask an adult in their family for help if they had a personal problem (86%).
Exhibit 53. Gilroy Youth: Adult Support of Youth

N=163-167

School Support of Youth

When it comes to school safety and connectedness, the majority of Gilroy youth agree or strongly agree that there are lots of prosocial opportunities to get involved in sports/clubs/activities outside of class (87%), that they feel safe at school (84%), and that school lets their parent/guardian know when they have done something well (81%).

Exhibit 54. Gilroy Youth: School Support of Youth

N=163-165

Self-Efficacy

Most Gilroy youth agree or strongly agree that work with community members (80%) and police (76%) can make a positive difference in their community, and that they feel they can make a difference in their neighborhood (77%), influence the police (72%) and their neighbors (71%) to take action.
Exhibit 55. Gilroy Youth: Self-Efficacy Survey Items

Collective Efficacy

The results indicate that the majority of Gilroy youth respondents think that their neighbors are likely or very likely to intervene in a number of ways. For example, 80% think their neighbors are likely or very likely to intervene if someone on their block was firing a gun, and 77% think their neighbors will do so if someone was trying to break into a house.

Exhibit 56. Gilroy Youth: Collective Efficacy Survey Items

Perceived Neighborhood Safety

Gilroy youth reported feeling somewhat safe to very safe in their neighborhood during the day and reported feeling safer during the day than the night, especially when it comes to public buses or trains, walking to or from public buses or trains, or the local parks at night.
Exhibit 57. Gilroy Youth: Neighborhood Safety Survey Items

Problems in the Neighborhood

The majority of Gilroy youth reported that their neighborhood is safe (74%), and disagree or strongly disagree that crime, violence, and drug activity are problems in their neighborhood (66% to 70%).

Exhibit 58. Gilroy Youth: Problems in the Neighborhood Survey Items

Shootings or Gun-Related Incidents in the Last 3 Months

Sixty-five percent of Gilroy youth reported zero shootings or gun-related incidents in the 3 months prior to completing the survey, while 27% reported 1 to 2, 7% reported 3 to 4, and 2% reported 7 or more shootings or gun-related incidents in the last 3 months.
Exhibit 59. Gilroy Youth: Exposure to Gun-Related Incidents

N=113

Access to Guns

Most Gilroy youth reported that they did not, nor did they know anyone who carry a gun (85%), owns a gun (82%), or knows how to get a gun (76%).

Exhibit 60. Gilroy Youth: Access to Guns

For Carry a gun n=164; Own a gun n=162; Know how to get a gun n=161.

Perceptions About Why People Carry Guns

Eighty-two percent of Gilroy youth respondents think that people carry guns to feel safe, protected, or to defend themselves and 14% believe they do it to intimidate others.
Exhibit 61. Gilroy Youth: Perceptions About Why People Carry Guns

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feel safe, protected, or to defend themselves</td>
<td>82%</td>
</tr>
<tr>
<td>Intimidate others</td>
<td>14%</td>
</tr>
<tr>
<td>Assist in getting things that they want or need</td>
<td>10%</td>
</tr>
<tr>
<td>Other</td>
<td>10%</td>
</tr>
</tbody>
</table>

N=145. Respondents could select more than one answer.

Family Communication about Neighborhood Safety, Crime, & Violence Items

Most Gilroy youth respondents agreed or strongly agreed that they engage in positive family communication about neighborhood safety, crime, and violence with their parent or guardian. Ninety percent of respondents agree or strongly agree that they have a parent or guardian who is interested in talking to them, but a lower proportion of Gilroy youth reported being able to talk openly and freely with their parent or guardian (78%).

Exhibit 62. Gilroy Youth: Family Communication about Neighborhood Safety, Crime, & Violence Items

<table>
<thead>
<tr>
<th>Item</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am interested in talking with my parent or guardian.</td>
<td>13%</td>
<td>50%</td>
<td>34%</td>
<td>31%</td>
</tr>
<tr>
<td>I ask my parent or guardian questions.</td>
<td>8%</td>
<td>58%</td>
<td>31%</td>
<td>34%</td>
</tr>
<tr>
<td>I share my feelings with my parent or guardian.</td>
<td>14%</td>
<td>55%</td>
<td>27%</td>
<td>32%</td>
</tr>
<tr>
<td>I talk openly and freely with my parent or guardian.</td>
<td>17%</td>
<td>49%</td>
<td>29%</td>
<td>32%</td>
</tr>
<tr>
<td>My parent or guardian is interested in talking with me.</td>
<td>8%</td>
<td>49%</td>
<td>31%</td>
<td>34%</td>
</tr>
<tr>
<td>My parent or guardian wants to know my questions about these issues.</td>
<td>11%</td>
<td>53%</td>
<td>32%</td>
<td>34%</td>
</tr>
<tr>
<td>My parent or guardian tries to understand how I feel.</td>
<td>10%</td>
<td>53%</td>
<td>34%</td>
<td>34%</td>
</tr>
<tr>
<td>My parent or guardian has the communication skills needed to talk to me.</td>
<td>10%</td>
<td>53%</td>
<td>34%</td>
<td>34%</td>
</tr>
<tr>
<td>My parent or guardian talks openly and freely with me.</td>
<td>7%</td>
<td>54%</td>
<td>35%</td>
<td>32%</td>
</tr>
</tbody>
</table>

N=153-161

What Youth Respondents Would Like to Change About their Neighborhood

Youth were asked "What would you like to change about your neighborhood to make it better for young people like you?" Of the 98 responses provided by Gilroy youth, 21% wrote that they wouldn't change anything about their neighborhood and that it is safe enough, while
19% wanted more recreation activities and facilities, 13% wanted more community interaction and connection, and another 10% wanted less violence and greater safety.

Exhibit 63. Gilroy Youth: What Youth Would Like to Change About their Neighborhood

<table>
<thead>
<tr>
<th>Response</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nothing; my neighborhood is safe enough</td>
<td>21</td>
<td>21%</td>
</tr>
<tr>
<td>More recreation activities &amp; facilities</td>
<td>19</td>
<td>19%</td>
</tr>
<tr>
<td>More community interaction &amp; connection</td>
<td>13</td>
<td>13%</td>
</tr>
<tr>
<td>Less violence; greater safety</td>
<td>10</td>
<td>10%</td>
</tr>
<tr>
<td>Clean neighborhood; home improvement</td>
<td>7</td>
<td>7%</td>
</tr>
<tr>
<td>I don’t know</td>
<td>7</td>
<td>7%</td>
</tr>
<tr>
<td>Less drug use</td>
<td>5</td>
<td>5%</td>
</tr>
<tr>
<td>Working security cameras</td>
<td>5</td>
<td>5%</td>
</tr>
<tr>
<td>Other</td>
<td>5</td>
<td>5%</td>
</tr>
<tr>
<td>Greater police presence</td>
<td>4</td>
<td>4%</td>
</tr>
<tr>
<td>Gate patrol</td>
<td>2</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>98</td>
<td>100%</td>
</tr>
</tbody>
</table>

KEY TAKEAWAYS

As 2019 was the fourth consecutive year in which Community Safety Survey data was gathered, it was possible to assess significant differences (i.e., the difference was not due to chance alone) in the mean score for each community safety indicator (e.g., social cohesion) from 2016/17 through 2019 among Gilroy adults, Gilroy youth, Valley Palms adults, and Valley Palms youth.

In addition, comparisons between adults and youth living in the same community in 2019 on all major community safety indicators highlight the differences between the experiences and perceptions of adults and youth living in the same community, as well as differences in perceived family communication about neighborhood safety and violence within the family.

Valley Palms

Valley Palms Adults: Significant Positive Trends 2016/17-2019

Compared to previous years, Valley Palms adults in 2019 report significantly higher social cohesion, informal collective action, collective efficacy, and perceived safety during the day.
Exhibit 64. Valley Palms Adults: Significant Positive Trends 2016/17-2019

Note: All findings significant at *p < .05. Higher scores indicate more desirable outcomes. The same number value in the chart may display differently due to rounding.

Valley Palms Adults: Significant Negative Trends 2016/17-2019

However, also compared to previous years, Valley Palms adults report significantly lower self-efficacy and perceived safety at night.

Exhibit 65. Valley Palms Adults: Significant Negative Trends 2016/17-2019

Note: All findings significant at *p < .05. Higher scores indicate more desirable outcomes.

Overfelt High School Youth: Significant Positive Trends 2016/17-2019

There was only one significant positive trend across the years among Overfelt High School youth. Youth reported fewer neighborhood problems this year compared to last year, similar to the mean score on this same indicator in 2016/17.
Overfelt High School Youth: Significant Negative Trends 2016/17-2019

Most negative trends for Overfelt High School youth occurred from 2016/17 to 2018, and included school support, self-efficacy, collective efficacy, and perceived safety during the day. However, Overfelt High School youth reported significantly lower informal collective action this year compared to 2018, a mean score similar to what was reported in 2016/17.

Valley Palms Adults and Overfelt Youth: Significant Differences in 2019

In 2019, Valley Palms adults and Overfelt High School youth differed significantly on all indicators. Valley Palms adults reported significantly higher social cohesion, informal collective action, self-efficacy, and positive family communication, while Overfelt High School youth reported significantly higher neighborhood safety at night, and fewer neighborhood problems.
Exhibit 68. Valley Palms Adults and Overfelt Youth: Significant Differences in 2019

Note: All findings significant at *p < .05. Higher scores indicate more desirable outcomes. The same number value in the chart may display differently due to rounding.

Valley Palms Adults and Overfelt Youth: Significant Differences in 2019

The results showed how Valley Palms adults and Overfelt High School youth differed in their reports of how many shootings or other incidents involving guns have taken place in their neighborhood in the last three months. While 53% of youth reported zero incidents, 55% of adults reported one to two incidents, and 31% reported three to four incidents.

Exhibit 69. Valley Palms Adults & Youth: Shootings or Incidents Involving Guns

Valley Palms adults and Overfelt High School youth also differed in their responses about gun accessibility; a greater proportion of youth reported that they or someone they know carries a gun, owns a gun, or knows how to get a gun compared to the proportion of Valley Palms adults.
Exhibit 70. Valley Palms Adults & Overfelt Youth: Access to Guns

Exhibit 71. Valley Palms Adults & Youth: Reasons Why People Carry Guns

Valley Palms Adults & Overfelt Youth: Access to Guns

Nearly all Valley Palms adults (95%) think people they know carry guns to feel safe, protected, or to defend themselves; only 71% of Overfelt youth think people carry guns for this reason. Twenty-seven percent of Overfelt youth respondents think people carry guns to intimidate others, while 11% think they do it to get things they want/need.

Gilroy Adults: Significant Positive Trends 2016/17-2019

Overall, Gilroy adults’ perceptions and attitudes did not change significantly across the years, with the exception of reporting significantly fewer problems in the neighborhood in 2019, compared to 2018.

There was only one significant negative trend noted for Gilroy adults. Gilroy adults reported feeling significantly less safe at night in 2019, compared to the previous year.

Exhibit 73. Gilroy Adults: Significant Negative Trends 2016/17-2019

Gilroy Youth: Significant Positive Trends 2016/17-2019

Results revealed no significant positive differences from 2018 to 2019 among Gilroy youth respondents. However, in 2018, compared to 2016/17, Gilroy youth reported significantly higher collective efficacy and fewer neighborhood problems.

Exhibit 74. Gilroy Youth: Significant Positive Trends 2016/17-2019

Note: All findings significant at \( ^* p < .05 \). Higher scores indicate more desirable outcomes. The same number value in the chart may display differently due to rounding.

Gilroy Youth: Significant Negative Trends 2016/17-2019

This year marked a significant drop in social cohesion among Gilroy youth from 2018 to 2019. In addition, though having witnessed increases in feelings of safety during the day and night from 2016/17 to 2018, feelings of safety decreased significantly this year.
Exhibit 75. Gilroy Youth: Significant Negative Trends 2016/17-2019

Note: All findings significant at *p < .05. Higher scores indicate more desirable outcomes. The same number value in the chart may display differently due to rounding.

Gilroy Adults and Youth: Significant Differences in 2019

In 2019, adults & youth differed significantly on all indicators, except for two. Gilroy adults reported significantly higher social cohesion, self-efficacy, perceived neighborhood safety at night, and positive family communication. On the other hand, Gilroy youth reported significantly higher informal collection action, and fewer neighborhood problems.

Exhibit 76. Gilroy Adults and Youth: Significant Differences in 2019

Note: All findings significant at *p < .05. Higher scores indicate more desirable outcomes. The same number value in the chart may display differently due to rounding.

Gilroy Adults & Youth: Shootings or Incidents Involving Guns

The reports of Gilroy adults and youth were somewhat similar in their reported frequency of shootings or incidents involving guns in the neighborhood in the last 3 months. The majority of Gilroy respondents, both youth and adults, reported zero shootings or incidents involving guns.
**Exhibit 77. Gilroy Adults & Youth: Shootings or Incidents Involving Guns**

Overall, a greater proportion of Gilroy youth respondents reported that they or someone they know carries a gun, owns a gun, or knows how to get a gun compared to Gilroy adults.

**Exhibit 78. Gilroy Adults & Youth: Access to Guns**

Eighty-two percent of Gilroy youth and 53% of Gilroy adults think people carry guns to feel safe, protected, or to defend themselves, while 10% of Gilroy adults and youth think people carry guns to assist them in getting things they want or need, and 14% to 16% think people carry guns to intimidate others.
Exhibit 79. Gilroy Adults & Youth: Reasons Why People Carry Guns

- **Feel safe, protected, or to defend themselves**: 53% (Adults), 82% (Youth)
- **Other**: 10% (Adults), 14% (Youth)
- **Intimidate others**: 16% (Adults), 10% (Youth)
- **Assist in getting things that they want or need**: 10% (Adults), 10% (Youth)

Adults = 162; Youth = 367. Respondents could select more than one answer.
Neighborhood Safety/Services Unit (NSU)
Probation Department

CHARMAYNE MORAN, PROGRAM MANAGER II
CSFC MEETING
FEBRUARY 27, 2020
Neighborhood Safety/Services Unit (NSU) Overview and Update

- NSU Performance Data
- Community Safety Survey (CSS) Results
# Program Performance Summary

## ZIP code 95122
East Side San Jose

Quarter 2 performance updates are highlighted for ZIP code 95122. The next performance update for Quarter 3 will be provided in April 2020.

Unduplicated totals are for this quarter only.

<table>
<thead>
<tr>
<th>FY20 Performance Metrics</th>
<th>Actual (QTR 1-2)</th>
<th>Annual Target</th>
<th>% of Annual Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth Attending NSU-Sponsored Extra Curricular and After School Activities (Unduplicated)</td>
<td>189</td>
<td>200</td>
<td>95%</td>
</tr>
<tr>
<td>Residents Attending NSU-Sponsored Classes and Workshops (Duplicated)</td>
<td>246</td>
<td>755</td>
<td>33%</td>
</tr>
<tr>
<td>Individuals Attending Parent/Teacher and Neighborhood Association Meetings (Duplicated)</td>
<td>268</td>
<td>162</td>
<td>165%</td>
</tr>
<tr>
<td>Number of Attendees at NSU-Sponsored Events or Group Classes (Duplicated)</td>
<td>804</td>
<td>2150</td>
<td>37%</td>
</tr>
<tr>
<td>Number of Leadership Class Attendees (Duplicated)</td>
<td>29</td>
<td>100</td>
<td>29%</td>
</tr>
<tr>
<td>Number of Community Events Sponsored by NSU</td>
<td>2</td>
<td>6</td>
<td>33%</td>
</tr>
<tr>
<td>Number of Youth participating in Youth Fellowship Program (Unduplicated)</td>
<td>15</td>
<td>15</td>
<td>100%</td>
</tr>
</tbody>
</table>
**Program Performance Summary**

**ZIP code 95020 East Gilroy**

Quarter 2 performance updates are highlighted for ZIP code 95122. The next performance update for Quarter 3 will be provided in April 2020.

*GUSD has not yet completed its after-school and/or pro-social activities.

<table>
<thead>
<tr>
<th>FY20 Performance Metrics</th>
<th>Actual (QTR 1-2)</th>
<th>Annual Target</th>
<th>% of Annual Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth Attending NSU-Sponsored Extra Curricular and After School Activities (Un-Duplicated)</td>
<td>21*</td>
<td>435</td>
<td>5%</td>
</tr>
<tr>
<td>Residents Attending NSU-Sponsored Classes and Leadership Workshops (Un-Duplicated)</td>
<td>300</td>
<td>600</td>
<td>50%</td>
</tr>
<tr>
<td>Individuals Attending Parent/Teacher and Neighborhood Association Meetings (Duplicated)</td>
<td>65</td>
<td>90</td>
<td>72%</td>
</tr>
<tr>
<td>Community Events and Group and Leadership Classes</td>
<td>24</td>
<td>22</td>
<td>109%</td>
</tr>
<tr>
<td>Attendees at San Ysidro Sponsored Events</td>
<td>2056</td>
<td>1200</td>
<td>171%</td>
</tr>
<tr>
<td>Number of Youth Fellows Served and Completed Fellowship Program</td>
<td>11</td>
<td>15</td>
<td>70%</td>
</tr>
<tr>
<td>Total # of Individuals Served (Duplicated)</td>
<td>2500</td>
<td>2360</td>
<td>106%</td>
</tr>
</tbody>
</table>
NSU Community Safety Survey Results

Nicole Ja, M.A., Ph.D.
Senior Research Analyst, Applied Survey Research
Background
# What Does the Community Safety Survey Measure?

<table>
<thead>
<tr>
<th>Key Domains</th>
<th>What is Measured</th>
<th>Example Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social cohesion</td>
<td>Willingness to cooperate with each other</td>
<td>“People in my neighborhood take care of each other”</td>
</tr>
<tr>
<td>Caring adults (youth)</td>
<td>Youth feel supported &amp; cared for by adults</td>
<td>“If I had a personal problem, I could ask an adult in my family for help”</td>
</tr>
<tr>
<td>Willingness to intervene</td>
<td>How willing neighbors are to intervene when there are problems in the neighborhood</td>
<td>“… if someone was trying to break into a house”</td>
</tr>
<tr>
<td>Neighborhood safety</td>
<td>How safe residents feel being alone in the neighborhood</td>
<td>“... In local parks”, “On public buses or trains”</td>
</tr>
<tr>
<td>Neighborhood problems</td>
<td>Perceived presence of crime, violence, drug activity, &amp; safety in the neighborhood</td>
<td>“Crime is a problem in my neighborhood”</td>
</tr>
<tr>
<td>School support (youth)</td>
<td>Youth feel safe and supported at school</td>
<td>“I feel safe at school”</td>
</tr>
<tr>
<td>Key Domains</td>
<td>What is Measured</td>
<td>Example Item</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Self-efficacy</td>
<td>Feeling of being able to make a difference</td>
<td>“I know I can make a difference in my neighborhood”</td>
</tr>
<tr>
<td>Informal collective action</td>
<td>How often residents talk with family, friends, and neighbors about crime</td>
<td>“I talked with friends or family about crime issues”</td>
</tr>
<tr>
<td>Family communication</td>
<td>Family communication about safety, crime, &amp; violence</td>
<td>“I am interested in talking with my child”, “I have the communication skills I need to talk to my child”</td>
</tr>
<tr>
<td>Shootings &amp; other incidents involving guns</td>
<td>Perceived frequency within the past 3 months</td>
<td>“How many shootings or other incidents involving guns have taken place in the past 3 months?”</td>
</tr>
<tr>
<td>Access to guns</td>
<td>Does a participant or someone they know carry, own, or know how to get a gun?</td>
<td>“Do you or people you know in your neighborhood know how to get a gun?”</td>
</tr>
<tr>
<td>Reasons for carrying guns</td>
<td>“I think people I know carry guns to…”</td>
<td>“Feel safe, protected, or to defend themselves”</td>
</tr>
</tbody>
</table>
How Much Data Has Been Gathered Over the Years?

<table>
<thead>
<tr>
<th></th>
<th>Adults</th>
<th>Youth</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>57</td>
<td>70</td>
<td>127</td>
</tr>
<tr>
<td>2017</td>
<td>255</td>
<td>99</td>
<td>354</td>
</tr>
<tr>
<td>2018</td>
<td>667</td>
<td>345</td>
<td>1012</td>
</tr>
<tr>
<td>2019</td>
<td>513</td>
<td>668</td>
<td>1181</td>
</tr>
</tbody>
</table>

Packet Pg. 116
Demographics

• The majority of adult and youth respondents identified as Latino/Hispanic (65% to 90%)

• The majority have lived in their neighborhood for more than 10 years (62% to 72%)

• Valley Palms adult respondents tended to be slightly older and more likely to have graduated from high school compared to those from Gilroy.

• 43% of Gilroy youth lived in the NSU project area of East Gilroy while only 13% of Overfelt High School youth lived in the NSU project area of Valley Palms.
Key Takeaways
Valley Palms
Valley Palms Adults

Significant Positive Trends 2016/17-2019

Compared to previous years, Valley Palms adults in 2019 report significantly higher:

- Social cohesion
- Informal collective action
- Collective efficacy
- Perceived safety during the day

Note: All findings significant at p < .05. Higher scores indicates more of the indicator.

Significant Negative Trends 2016/17-2019

However, also compared to previous years, Valley Palms adults report significantly lower:

- Self-efficacy
- Perceived safety at night
Overfelt Youth

Significant Positive Trends 2016/17-2019

There was only one significant positive trend across the years among Overfelt youth related to fewer neighborhood problems.

Significant Negative Trends 2016/17-2019

Most negative trends for VP youth occurred from 2016/17 to 2018 and had to do with school, support, self-efficacy, collective efficacy, and perceived safety (day).

However, compared to last year, this year Overfelt youth reported significantly lower informal collective action.

Note: All findings significant at p < .05. Higher scores indicates more of the indicator.
In 2019, Valley Palms adults & Overfelt youth differed significantly on all indicators:

**VP adults reported higher:**
- Social cohesion
- Informal collective action
- Self-efficacy
- Positive family communication

**Overfelt youth reported higher:**
- Neighborhood safety (night)
- Fewer neighborhood problems

Note: All findings significant at p < .05. Higher scores indicates more of the indicator.
Valley Palms Adults & Overfelt Youth: Shootings or Incidents Involving Guns

The results show how Valley Palms adults and Overfelt youth differ in their reports of how many shootings or other incidents involving guns have taken place in their neighborhood in the last 3 months.

While 53% of youth reported 0 incidents, 55% of adults reported 1-2 incidents, and 31% reported 3-4 incidents.
Valley Palms adults and Overfelt youth also differed in their responses about gun accessibility.

Overall, a greater proportion of youth reported they or someone they know carry a gun, own a gun, and know how to get a gun, compared to the proportion of Valley Palms adults.

<table>
<thead>
<tr>
<th></th>
<th>Youth</th>
<th>Adults</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carry a gun</td>
<td>19%</td>
<td>6%</td>
</tr>
<tr>
<td>Own a gun</td>
<td>29%</td>
<td>14%</td>
</tr>
<tr>
<td>Know how to get a gun</td>
<td>34%</td>
<td>21%</td>
</tr>
</tbody>
</table>

Adults: n = 162; Youth n = 426-428
Valley Palms Adults & Overfelt Youth: Reasons Why People Carry Guns

Nearly all Valley Palms adults (95%) think people they know carry guns to feel safe, protected, or to defend themselves; only 71% of Overfelt youth think people carry guns for this reason.

Twenty-seven percent of Overfelt youth respondents believe people carry guns to intimidate others, while 11% think they do it to get things they want/need.

Adults n = 162; Youth n = 367
Gilroy
Gilroy Adults

Significant Positive Trends 2016/17-2019

Overall, Gilroy adults’ perceptions and attitudes has not significantly changed across the years, with the exception of reporting significantly fewer problems in the neighborhood in 2019, compared to 2018.

Note: All findings significant at p < .05. Higher scores indicates more of the indicator.

Significant Negative Trends 2016/17-2019

There was only one significant negative trend noted for Gilroy adults.

Gilroy adults reported feeling significantly less safe at night in 2019, compared to the previous year.
Gilroy Youth

Significant Positive Trends 2016/17-2019

Results revealed no significant positive differences from 2018 to 2019. However, in 2018, compared to 2016/17, Gilroy youth reported significantly higher collective efficacy and fewer neighborhood problems.

Note: All findings significant at p < .05. Higher scores indicates more of the indicator.

Significant Negative Trends 2016/17-2019

This year marked a significant drop in social cohesion among Gilroy youth from 2018 to 2019. In addition, though witnessing increases in feelings of safety during the day and night from 2016/17 to 2018, feelings of safety decreased significantly this year.
Gilroy Adults and Youth: Significant Differences in 2019

In 2019, adults & youth differed significantly on all indicators, except two.

**Gilroy adults reported higher:**
- Social cohesion
- Self-efficacy
- Perceived neighborhood safety at night
- Positive family communication

**Gilroy youth reported higher:**
- Informal collection action
- Fewer neighborhood problems

*Note: All findings significant at p < .05. Higher scores indicates more of the indicator.*
Gilroy Adults & Youth: Shootings or Incidents Involving Guns

The reports of youth and adults in Gilroy were somewhat similar in terms of the frequency of shootings or incidents involving guns in the neighborhood in the last 3 months.

The majority of Gilroy respondents, both youth and adults, reported zero shootings or incidents involving guns.

Adults n = 175; Youth n = 434
Gilroy Adults & Youth: Access to Guns

Overall, a greater percentage of Gilroy youth respondents reported they or someone they know carry a gun, own a gun, and know how to get a gun, compared to Gilroy adult respondents.

- **Carry a gun**: 15% (Youth) vs. 7% (Adults)
- **Own a gun**: 18% (Youth) vs. 11% (Adults)
- **Know how to get a gun**: 24% (Youth) vs. 14% (Adults)

*Adults: n = 162; Youth n = 426-428*
Gilroy Adults & Youth: Reasons Why People Carry Guns

Ten percent of Gilroy adults and youth think people carry guns to assist them in getting things they want or need, and 14-16% think people carry guns to intimidate others.

However, 82% of Gilroy youth and 53% of Gilroy adults think people carry guns to feel safe, protected, or to defend themselves.

Adults n = 162; Youth n = 367
Youth Recommendations
Overfelt Youth: What Would You Change About Your Neighborhood?

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nothing; everything is fine; it's ok</td>
<td>45</td>
<td>29%</td>
</tr>
<tr>
<td>Less crime &amp; violence, greater safety</td>
<td>24</td>
<td>15%</td>
</tr>
<tr>
<td>Greater police presence</td>
<td>13</td>
<td>8%</td>
</tr>
<tr>
<td>More sports/recreational opportunities</td>
<td>11</td>
<td>7%</td>
</tr>
<tr>
<td>Cleaner nicer neighborhood</td>
<td>11</td>
<td>7%</td>
</tr>
<tr>
<td>Reduce drug dealing &amp; drug use</td>
<td>9</td>
<td>6%</td>
</tr>
<tr>
<td>I don't know</td>
<td>9</td>
<td>6%</td>
</tr>
<tr>
<td>Build community connection</td>
<td>8</td>
<td>5%</td>
</tr>
<tr>
<td>Add street lights</td>
<td>7</td>
<td>4%</td>
</tr>
<tr>
<td>Address sexual harassment of women</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>Improve everything</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>It can't be changed</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>10</td>
<td>6%</td>
</tr>
<tr>
<td>Total</td>
<td>156</td>
<td>100%</td>
</tr>
</tbody>
</table>
Gilroy Youth: What Would You Change About Your Neighborhood?

<table>
<thead>
<tr>
<th>Response</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nothing; my neighborhood is safe enough</td>
<td>21</td>
<td>21%</td>
</tr>
<tr>
<td>More recreation activities &amp; facilities</td>
<td>19</td>
<td>19%</td>
</tr>
<tr>
<td>More community interaction &amp; connection</td>
<td>13</td>
<td>13%</td>
</tr>
<tr>
<td>Less violence; greater safety</td>
<td>10</td>
<td>10%</td>
</tr>
<tr>
<td>Clean neighborhood; home improvement</td>
<td>7</td>
<td>7%</td>
</tr>
<tr>
<td>I don't know</td>
<td>7</td>
<td>7%</td>
</tr>
<tr>
<td>Less drug use</td>
<td>5</td>
<td>5%</td>
</tr>
<tr>
<td>Working security cameras</td>
<td>5</td>
<td>5%</td>
</tr>
<tr>
<td>Other</td>
<td>5</td>
<td>5%</td>
</tr>
<tr>
<td>Greater police presence</td>
<td>4</td>
<td>4%</td>
</tr>
<tr>
<td>Gate patrol</td>
<td>2</td>
<td>2%</td>
</tr>
<tr>
<td>Total</td>
<td>98</td>
<td>100%</td>
</tr>
</tbody>
</table>
Thank you!

Nicole Ja
nicole@appliedsurveyresearch.org
DATE: February 27, 2020

TO: Children, Seniors, and Families Committee

FROM: Arcel V. Blume, Director of the Office of Cultural Competency


RECOMMENDED ACTION

Receive report from the Office of Cultural Competency, the Department of Family and Children's Services, and the Probation Department relating to the Cross Systems Coordinated Report to Support Child Safety and Well-Being.

COMMITTEE RECOMMENDATIONS

On January 11, 2017 (Item No. 6), the Children, Seniors and Families Committee (CSFC) approved the proposal from the Office of the County Executive’s Office of Cultural Competency, the Social Services Agency Department of Family and Children’s Services (DFCS), and the Probation Department to combine three key reports: Quarterly System Improvement Plan, Quarterly Status on Disproportionality Report, and the Annual Title IV-E Child Well-Being Report into one robust report.

On March 30, 2017 (Item No. 9), CSFC received this reformatted report for the first time.

FISCAL IMPLICATIONS

There are no fiscal implications with the associated recommended action.

REASONS FOR RECOMMENDATION

The report, “A Cross-System Coordinated Report on Key Efforts to Support Child Safety and Well-Being,” was developed to better inform CSFC of key goals and initiatives across agency partners. The report follows a set of strategies aimed at reducing the overrepresentation of children and families of color in the child welfare and juvenile justice systems that:

- Support community prevention and early system diversion; and
• Ensure families experience social work practice that is guided by the Child and Family Practice Model.

The present installment is focused on intermediate and longer-term outcomes as highlighted in a logic model developed during the redesign of the report, which combines three reports (i.e., Quarterly System Improvement Plan, Quarterly Status on Disproportionality Report, and the Annual Title IV-E Child Well-Being Report).

The Cross-System Coordinated Report fosters enhanced coordination and partnership among County agency partners as well as with community stakeholders. The next installment of the report will offer new visioning that incorporates the priorities of the Cross-System Partners Committee.

**CHILD IMPACT**

The recommended action will have a positive impact on the following indicators: Every Child Safe, Safe and Stable Families, and Juvenile Arrest Rates. This is accomplished by presenting progress reports of key initiatives, from a holistic approach, of the opportunities for collective impact on documented disproportionality of children of color in the child welfare and juvenile justice systems.

**SENIOR IMPACT**

The recommended action will have no/neutral impact on seniors.

**SUSTAINABILITY IMPLICATIONS**

The recommended action will have no/neutral sustainability implications.

**BACKGROUND**

The Department of Family and Children’s Services (DFCS), the Juvenile Probation Division (JPD), the Office of Cultural Competency (OCC) in the Division of Equity and Social Justice—as well as critical partnership through the Well-Being Steering Committee, such as the Behavioral Health Services (BHS), Public Health Department (PHD), Santa Clara County Office of Education (SCCOE), Deputy County Executive, and technical support from Casey Family Programs—continue to engage in cross-system collaboration to align strategies for greater collective impact on the County’s most vulnerable families. A foundational purpose of this work as reported over the past three years has been to effect and document systemic changes that remove or minimize institutional barriers to keep children safe, increase families’ access to community-based services, provide services in the least restrictive manner, and to lift family voice and their circles of support to meet their needs in a manner that respects and is responsive to their cultures.

Over the past four years, cross-system partners have followed a set of strategies that include prevention, early system diversion, and targeted intervention, to understand how the strategies drive outcome goals, guide programmatic revisions, and/or eliminate non-effective elements, as necessary, and improve outcomes for children, youths, and their families. See Attachment A for the logic model driving reporting of key efforts. Each edition of the Cross-Systems Report has focused analysis of key efforts and strategies by documenting the process of implementation, including identification of challenges to full implementation, and
reporting of short-term outcome goals, overall and by race/ethnicity, as data became available. This approach helps ensure that all families, regardless of their race/ethnicity receive what they need to keep their children safe and improve well-being.

For the next edition of this report, cross-system partners will move to identify a set of objectives that align with both the current state of children being served by DFCS and is reflective of Countywide efforts that also impact the child and family outcomes of children served by DFCS.

**This edition of the report is focused on changes in child and family outcomes over the past four years (including an additional year for baseline purposes), as delineated in the logic model developed to report on this work.**

Summary of Findings
The first set of findings present trend data for a set of intermediate measures the Well-Being Steering Committee committed to tracking as part of the efforts to increase primary and secondary prevention services for families touching or formally entering the child welfare system. With the exception of one goal (i.e., increase the number of children in relative placements), all intermediate outcome goals were reached. Further drill-down shows that, for some measures, trend lines for children by race/ethnicity followed the direction of the goal, but disparities are observed. These successes may be attributed to the Well-Being Steering Committee’s focus on primary and secondary prevention, which gave rise to many innovative strategies to support families in their communities and ultimately led to the creation of the DFCS Prevention Bureau, further rooting commitment to early prevention.

The next set of outcome findings focus on Federal measures. With the exception of one measure (i.e., maltreatment in foster care), none of the longer-term measures met National goals. Race/ethnicity trend lines show more nuance in the outcome experiences of children entering deeper into the child welfare system.

In developing the next logic model and visioning for this report, it is recommended that the Cross-System Partners Committee continue its support and funding of prevention strategies and develop targeted outcome goals in areas where children and families of color are found to vary markedly from their counterparts or where more recent trending is moving in opposite directions. As the data show, particularly for the intermediate measures, all children benefited from the prevention strategies implemented, but the degree may have varied as a function of race/ethnicity. Developing more targeted strategies for specific measures will ensure that racial equity approaches used and outcomes measured will lift all children of color. Targeted strategies for specific populations and measures are used to ensure that traditionally disenfranchised communities of color benefit from innovative strategies at the same rate enjoyed by other families. Ultimately, racial equity strategies operate to transform and create benefit for all.

The Probation Department also implemented strategies to divert youth from entering the juvenile justice system as part of the Cross-Systems Report’s focus on children’s safety and wellbeing, and addressing racial disparities observed in system outcomes. Please refer to
Attachment B for Probation’s reporting of efforts that connect to the logic model guiding the present report.

**DFCS Intermediate Outcome Goals**

Overall findings for intermediate measures show that most goals were met and that in general all children, regardless of race/ethnicity, benefitted. In this section of the analysis, as referenced in the logic model, findings reflect on the Well-Being Steering Committee’s selection of intermediate outcome goals to further children’s safety and well-being. Following are the intermediate outcome goals that have been tracked and are presented in this report:

- Reduce the number of open cases
- Reduce foster care entries
- Increase relative placements
- Reduce group home placements

**Intermediate Goal 1: Reduction in the number of open cases.** The goal to reduce the number of open cases by 2019 was reached. Service components of open cases include Permanent Placement, Family Reunification, Family Maintenance, and Emergency Response. While the overall goal is to reduce the number of open cases, there is also a preference to have the child remain with their family whenever safe and feasible within the cases that are opened. Success in these occurrences over time would be indicated by a reduction in Permanent Placement and an increase in Family Maintenance cases. Closer inspection of the service components showed that there was a marked reduction in the number of children in Permanent Placement cases. This means that there were more families receiving services for their children and youth to return home.

Additionally, the proportion of families receiving Family Maintenance services was the highest service component by 2019. This is important because in a Family Maintenance service component, families are kept together. Early in the baseline study period, 2014-2015, the proportions of Family Maintenance and Permanent Placement were about the same. It wasn’t until 2016 when Family Maintenance cases began to climb and diverge from children in permanent care placements.

When reviewing trend lines by race/ethnicity, the data also show higher proportions for Family Maintenance cases. This trend is particularly important to highlight for African Ancestry families where Permanent Placement was a more typical experience at the beginning of the study period that didn’t begin to trend downward until 2018. Family Maintenance, however, began trending upward starting in 2016. In the most recent study period, Permanent Placement and Family Maintenance are about equal in proportions for African Ancestry families. With DFCS’s continued trauma-informed efforts to lift family voice, keep families together, and enlist families’ circles of support, it is expected that Family Maintenance will become the most prominent service component for African Ancestry families receiving child welfare services. It is recommended to conduct a deeper-level
analysis into the African Ancestry Family Maintenance service component to understand the opportunities to further impact disproportionality by expanding services and/or more effective service delivery practices to African Ancestry families with children in the child welfare system.

**Intermediate Goal 2: Reduction in foster care entries and reduction in youth in out of home placements.** *The goal to reduce the number of family removals has been successfully met*, from a baseline of 74 removals per month in 2015 to 56 removals in the most recent period, 2019.

With the exception of Asian and Pacific Islander children, *reductions in foster care entries were also observed for all children by race/ethnicity*. Steeper declines were observed for White children, a 44.9 percent decline. African Ancestry showed early declines in 2015 with slight increases starting in 2017, with an overall decline of 39.6 percent. Latinx showed a similar pattern but the decline started in 2018, with an overall decline of 18.6 percent. Native American children showed a 50 percent decline (the number of children for this population is very small). However, Asian and Pacific Islander children showed an increase in the number of foster care entries of 16.1 percent, similar to their baseline levels. In the next phase of this work, it may be important to understand and develop strategies to address the needs of Asian and Pacific Islander families with children entering the foster care system.

*The goal to reduce the number of youth in out-of-home placements was met* consistently across all quarters in the five-year study period. Steep declines were observed for African Ancestry (29% decrease), White (24.1% decrease), Latinx (29.4% decrease), and Native American (50% decrease) children. A flatter trendline was observed for Asian and Pacific Islander children, a 7.9 percent decrease.

**Intermediate Goal 3: Increase the number of children and youth in relative placements.** The goal to increase the number of children and youth in relative placements was not reached. At baseline, there was evidence that it would be a challenging trendline to turnaround. The year prior to the baseline, the number of children placed with relatives was descending. The downward trend continued, from an average of 534 children in relative placements at baseline to an average of 336 children by the end of the study period.

African Ancestry, White and Latinx children all showed similar declines. However, *African Ancestry children showed increases more recently in placements with relatives* (albeit a small dip in September 2019).

**Intermediate Goal 4: Reduce the number of youth in group home placements.** *The goal to reduce the number of youth in group homes was met*. While DFCS was steadily showing reductions in the number of youth placed in group homes, the steeper decline may be attributed to Continuum of Care Reform, launched in 2016. *Trendlines by race/ethnicity show that all children experienced marked decreases in group home placements*. Latinx and African Ancestry appear to show higher numbers of children in existing group home settings.

DFCS Long-term Outcome Goals
Overall findings for longer-term goals are mixed and less positive, particularly when reviewing trendline data by race/ethnicity. However, the strategies that have been developed and implemented over the past four years may need more time to show their potential positive effects and be reflected in the data trends. In this section of the analysis, as referenced in the logic model, cross-system partners selected longer-term outcome goals from Federal measures tracking children’s safety and well-being:

- Children are safe with their primary caregivers
- Children are safe from maltreatment in foster care
- Children are reunified with their families
- Children do not re-enter foster care
- When in foster care, children have stability in their placements (relative and family homes preferred)
- Disproportionality for Latino and African Ancestry children at point of referral is reduced

There were several important measures that were not met. It is therefore recommended that the Cross-System Partners Committee advocate for:

1. Closer inspection of these longer-term outcome goals in a manner that is informed by primary, secondary and tertiary prevention efforts that bridge both internal and community supports through DFCS Cultural Brokers or other community-based supports; and
2. Develop and implement strategies grounded in trauma-informed and healing-centered practices through a racial equity lens.

Families and placement caregivers alike would benefit from internal and community services that are aligned and coordinated in their approaches for families to feel connected and supported as they move from referral, diversion, entry and case closure.

It should be noted that some of the outcome goals require a greater length of time to pass before the event can be determined to have taken place or not (e.g., re-entry into foster care 12 months after family reunification). This necessitates a lag in available data, which means there is less time to see the effect of some of the initiatives that have been tracked by this report. Therefore, more time is needed to understand whether the strategies and initiatives are showing a positive difference in the experiences of the children.

Outcome Goal 1 (S2): Children are safe with their primary caregivers. The goal to meet the national standard for recurrence of maltreatment within 12 months was not met (S2. Standard: 9.1 percent or lower). Since April 2016, the rate of recurrence of maltreatment has diverged from the national standard. More concerning is that the rate of maltreatment has been climbing in more recent study periods for African Ancestry children.
Asian and Pacific Islander (and Native American) children who have reached the standard for the entire period continued to show more safety as evidenced by marked declines in the rate of recurrence of maltreatment. This could be an opportunity to learn what factors may have contributed to the decrease when all other children experienced increases in the rate of recurrence of maltreatment. This is also an opportunity to identify ways in which programs such as Cultural Brokers and Differential Response can provide supports to families, regardless of whether a case is closed or not, to ensure family stability and wellness during the first year after a substantiated allegation of abuse or neglect.

**Outcome Goal 2 (S1): Children are Safe while in Foster Care.** The goal to meet the national standard for maltreatment in foster care was finally reached in the most recent study period (S1. Standard: 8.5 or less per 100,000 days). The rate for maltreatment in foster care decreased to 7.3 incidents per 100,000 days, a marked decline from 15.36 in 2017. Resource parents and children in care may be receiving the services they need to support wellness while in placement.

Outcomes by race/ethnicity are mixed. Only Latinx and Asian and Pacific Islander children are meeting the standard.

**Outcome Goal 3 (P1): Children are reunified with their families.** The goal to meet the national standard for permanency within 12 months of children entering foster care was not met, but close at 39.6 percent (P1. Standard: 40.5 percent or greater). One concern is that the rate of permanency within 12 months has been steadily declining, albeit at a low grade, during the entire study period. When reviewing trend lines by race ethnicity, data show that the overall decline may be a function of both White (but who are still meeting the standard) and Latinx (who are no longer meeting the standard) children. **Asian and Pacific Islander children have met the standard** and more recently, continued to experience overall increases in family reunifications. **African Ancestry children, for the first time in the study period, exceeded the national standard** and are experiencing timely family reunifications. The numbers for Native American children are too small to draw conclusions.

**Outcome Goal 4 (P4): Children do not re-enter foster care.** The goal to meet the national standard for re-entry to foster care was not met at 22.3 percent (P4. Standard: 8.3 percent or less). Starting in 2016, an increase in the rate of re-entry into foster care is observed. All children show increases in the rate of re-entry. It is important to highlight that African Ancestry children are markedly more likely to experience re-entry in comparison to their counterparts. One exception is Native American children (and this may be due to small counts).

**Outcome Goal 5 (P5): When in foster care, children have stability in their placements (relative and family homes preferred).** The goal to meet the national standard for placement stability was not met at 5.58 moves per 1,000 days of foster care (P5. Standard: 4.12 moves or fewer). During the baseline period, the overall number of moves was close to or meeting the national standard. Starting in 2018, the number of placements moves began to increase. All children, regardless of race/ethnicity, follow the overall trendline pattern.

**Outcome Goal 6: Disproportionality for Latino and African Ancestry children at point of referral is reduced.** Due to changes in the methodology for race/ethnicity, prior analytic
reporting no longer serves as a valid comparison to more recent reporting of disproportionality at referral. For the most recent available date (Jan-Dec 2019), African Ancestry and Latinx children are more likely to be referred to child welfare services. As presented in the June 2019 Cross-Systems Report, referrals to child welfare were trending upward, particularly for African Ancestry and Latinx children. However, this did not show parallel increases in the rate of entry into foster care. On the contrary, both African Ancestry and Latinx children were experiencing reductions in foster care entry. This may point to DFCS’s efforts to connect families with Cultural Brokers, their partnerships with community partners, such as FIRST 5, SOMOS Mayfair and others, to connect families to services and supports in their communities.

DFCS Qualitative Review of Referrals and Cases

DFCS dedicates staff to review cases and interview staff and families to ensure integrity of the data being collected, as well as ensuring adherence to the Child and Family Practice Model and other State mandates. Each year, 100 child welfare or juvenile justice cases are randomly selected by the State and DFCS conducts review of approximately 25 cases per quarter. While the Federal standards for case reviews is set at 95 percent compliance, DFCS’s performance compared to the State averages is either the same or better. Data trend lines for Federal measures indicate that there are areas DFCS may target to conduct deeper analysis to understand how best to adjust or revamp practice and policy to improve overall rates, and specifically for children and families of color.

Qualitative review analyses find that emergency response investigations are completed in a timely manner, helping keep children, first and foremost, protected from abuse and neglect. Moreover, DFCS’s commitment to connecting families to services during the referral period was also a highlight of the in-depth case reviews.

Case studies also highlight the Department’s efforts to keep children with their families, when safely possible. Safety risks assessments determine the viability of offering families voluntary or family maintenance services.

Case studies also revealed that DFCS determines and monitors children’s educational needs appropriately. This is important because children’s educational data show that children with foster care experience are among the most vulnerable in the educational system. Having educational support while receiving child welfare services can help establish partner relationships that can continue once a child exits the child welfare system. Attention may be directed to conducting process improvement checks of partnerships with schools and other stakeholders to ensure that children with closed child welfare cases continue to receive services in support of their academic and well-being success.

Recent recommendations by case reviewers highlight the need to review criteria for voluntary services, provide training and support for family safety plans, and examine barriers and solutions for better engaging families in the creation of case plans.

CONSEQUENCES OF NEGATIVE ACTION

The Children, Seniors and Families Committee will not receive the report.
ATTACHMENTS:

- Cross-System Coordinate Report FEB 2020 CSFC Complete Report (DOCX)
- Attachment A - CrossSystems ChildYouth Safety and WellBeing Logic Model (PDF)
- Attachment B - 2019_Probation_Cross_Systems_MC 011320 slides (PPTX)
- Attachment C - list of strategies and initiatives across system partners by 2020 (PDF)
A Cross-System Coordinated Report on Key Efforts to Support Child Safety and Well-Being

February 2020

To: Children, Seniors, and Families Committee
Santa Clara County

Department of Family and Children Services
Probation Department
Office of Cultural Competency, Division of Equity and Social Justice—Office of the County Executive
# TABLE OF CONTENTS

- Executive Summary .............................................................................................................. 4
- DFCS Intermediate Outcome Goals .................................................................................. 5
- DFCS Long-term Outcome Goals ..................................................................................... 7
- DFCS Qualitative Review of Referrals and Cases .............................................................. 9

- Introduction ....................................................................................................................... 11
- Key Strategies: Community Prevention and Early System Diversion & Implementation and Maintenance of the CHild and Family PRactice Model .................................................. 13
- Child Welfare Prevention Strategies .............................................................................. 13
- DFCS Child and Family Practice Model ........................................................................... 13
- Historical Analysis of Child, Youth and Family Outcomes ............................................. 14
- Mapping Strategies and Outcomes .................................................................................. 14
- Initiatives and Strategies Timeline as Chroniced in the Cross-Systems Reports ............. 15
- DFCS Child and Family Outcomes .................................................................................. 20
- Qualitative Case Review of Child Welfare Outcomes ..................................................... 42
  - Safety Outcome 1: Children are, first and foremost protected from abuse and neglect. ........ 44
  - Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate. ........................................................................................................................................... 44
- Child Well-Being .............................................................................................................. 45
- Quality Improvement Recommendations ............................................................................ 45
EXECUTIVE SUMMARY

A foundational purpose of this work as reported over the past three years has been to work collaboratively to effect and document systemic changes that remove or minimize institutional barriers to keep children safe, increase families’ access to community-based services, provide services in the least restrictive manner, and to lift family voice and their circles of support to meet their needs in a manner that respects and is responsive to their cultures. This cross-system reporting partnership is led by the Department of Family and Children Services (DFCS), Probation Department, and Office of Cultural Competency (OCC), and includes critical partnership with the Behavioral Health Services (BHS), Public Health Department (PHD), Santa Clara County Office of Education (SCCOE), Deputy County Executive, and technical support from Casey Family Programs.

Over the past four years, cross-system partners have followed a set of strategies that include prevention, early system diversion, and targeted intervention, to understand how the strategies drive outcome goals, guide programmatic revisions, and/or eliminate non-effective elements, as necessary, and improve outcomes for children, youths, and their families. See Attachment A for the logic model driving reporting of key efforts. Each edition of the Cross-Systems Report has focused analysis of key efforts and strategies by documenting the process of implementation, including identification of challenges to full implementation, and reporting of short-term outcome goals, overall and by race/ethnicity, as data became available. This approach helps ensure that all families, regardless of their race/ethnicity receive what they need to keep their children safe and improve well-being.

For the next edition of this report, cross-system and child-serving departments through the Cross-System Partners Committee will move to identify a set of objectives that align with both the current state of children being served by DFCS and is reflective of Countywide efforts that also impact the child and family outcomes of children served by DFCS.

This edition of the report is focused on changes in child and family outcomes over the past four years (including an additional year for baseline purposes), as delineated in the logic model developed for this work.

Summary of Findings

The first set of findings presents trend data for intermediate measures the Well-Being Steering Committee committed to tracking as part of efforts to increase primary and secondary prevention services for families touching or formally entering the child welfare system. All intermediate outcome goals were reached, with the exception of one goal to increase the number of children in relative placements. Further drill-down shows that, for some measures, trendlines for children by race/ethnicity suggest progress toward the goal, but disparities are observed. These successes may be attributed to the Well-Being Steering Committee’s focus on primary and secondary prevention, which gave rise to many innovative strategies to support families in their communities and ultimately led to the creation of the DFCS Prevention Bureau. Further rooting commitment to early prevention.
The next set of outcome findings focus on Federal measures. With the exception of one measure (i.e., maltreatment in foster care), none of the longer-term measures met National goals. Race/ethnicity trend lines show more nuance in the outcome experiences of children entering deeper into the child welfare system.

In developing the next logic model and visioning for this report, it is recommended that the Cross-System Partners Committee continue its support and funding of prevention strategies and develop targeted outcome goals in areas where children and families of color are found to vary markedly from their counterparts or where more recent trending is moving in opposite directions. As the data show, particularly for the intermediate measures, all children benefited from the prevention strategies implemented, but the degree may have varied as a function of race/ethnicity. Developing more targeted strategies for specific measures will ensure that racial equity approaches used and outcomes measured will lift all children of color. Targeted strategies for specific populations and measures are used to ensure that traditionally disenfranchised communities of color benefit from innovative strategies at the same rate enjoyed by other families. Ultimately, racial equity strategies operated to transform and create benefit for all.

The Probation Department also implemented strategies to divert youth from entering the juvenile justice system as part of the Cross-Systems Report’s focus on children’s safety and wellbeing, and addressing racial disparities observed in system outcomes. Please refer to Attachment B for Probation’s reporting of efforts that connect to the logic model guiding the present report.

**DFCS Intermediate Outcome Goals**

Overall findings for intermediate measures show that most goals were met and that in general all children, regardless of race/ethnicity, benefitted. In this section of the analysis, as referenced in the logic model, findings reflect on the Well-Being Steering Committee’s selection of intermediate outcome goals to further children’s safety and well-being. Following are the intermediate outcome goals that have been tracked and are presented in this report:

- Reduce the number of open cases
- Reduce foster care entries
- Increase relative placements
- Reduce group home placements

**Intermediate Goal 1: Reduction in the number of open cases.** The goal to reduce the number of open cases by 2019 was reached. Service components of open cases include Permanent Placement, Family Reunification, Family Maintenance and Emergency Response. While the overall goal is to reduce the number of open cases, there is also a preference to have the child remain with their family whenever safe and feasible within the cases that are opened. Success in these occurrences over time would be indicated by a reduction in Permanent Placement and an increase in Family Maintenance cases. Closer inspection of the service components showed that there was a marked reduction in the number of children in Permanent Placement cases. This means that there were more families receiving services for their children and youth to return home.
Additionally, the proportion of families receiving Family Maintenance services was the highest service component by 2019. This is important because in a Family Maintenance service component, families are kept together. Early in the baseline study period, 2014-2015, the proportions of Family Maintenance and Permanent Placement were about the same. It wasn’t until 2016 when Family Maintenance cases began to climb and diverge from children in permanent care placements.

When reviewing trend lines by race/ethnicity, the data also show higher proportions for Family Maintenance cases. This trend is particularly important to highlight for African Ancestry families where Permanent Placement was a more typical experience at the beginning of the study period that didn’t begin to trend downward until 2018. Family Maintenance, however, began trending upward starting in 2016. In the most recent study period, Permanent Placement and Family Maintenance are about equal in proportions for African Ancestry families. With DFCS’s continued trauma-informed efforts to lift family voice, keep families together, and enlist families’ circles of support, it is expected that Family Maintenance will become the most prominent service component for African Ancestry families receiving child welfare services. It is recommended to conduct a deeper-level analysis into the African Ancestry Family Maintenance service component to understand the opportunities to further impact disproportionality by expanding services and/or more effective service delivery practices to African Ancestry families with children in the child welfare system.

Intermediate Goal 2: Reduction in foster care entries and reduction in youth in out of home placements. The goal to reduce the number of family removals has been successfully met, from a baseline of 74 removals per month in 2015 to 56 removals in the most recent period, 2019.

With the exception of Asian and Pacific Islander children, reductions in foster care entries were also observed for all children by race/ethnicity. Steeper declines were observed for White children, a 44.9 percent decline. African Ancestry showed early declines in 2015 with slight increases starting in 2017, with an overall decline of 39.6 percent. Latinx show a similar pattern but declines start in 2018, with an overall decline of 18.6 percent. Native American children showed a 50 percent decline (number of children for this population is very small). However, Asian and Pacific Islander children show increases in the number of foster care entries of 16.1 percent, similar to their baseline levels. In the next phase of this work, it may be important to understand and develop strategies to address the needs of API families with children entering the foster care system.

The goal to reduce the number of youth in out-of-home placements was met consistently across all quarters in the five-year study period. Steep declines are observed for African Ancestry (29% decrease), White (24.1% decrease), Latinx (29.4% decrease), and Native American (50% decrease) children. A flatter trendline was observed for Asian and Pacific Islander children, a 7.9 percent decrease.

Intermediate Goal 3: Increase the number of children and youth in relative placements. The goal to increase the number of children and youth in relative placements was not reached. At baseline, there was evidence that it would be a challenging trend line to turnaround. The year
prior to the baseline, the number of children placed with relatives was descending. The downward trend continued, from an average of 534 children in relative placements at baseline to an average of 336 children by end of the study period.

African Ancestry, White and Latinx children all show similar declines. However, African Ancestry children showed increases more recently in placements with relatives (albeit a small dip in Sep 2019).

Intermediate Goal 4: Reduce the number of youth in group home placements. The goal to reduce the number of youth in group homes was met. While DFCS was steadily showing reductions in the number of youth placed in group homes, the steeper decline may be attributed to Continuum of Care Reform, launched in 2016. Trendlines by race/ethnicity show that all children experienced marked decreases in group home placements. Latinx and African Ancestry appear to show higher numbers of children in existing group home settings.

**DFCS Long-term Outcome Goals**

Overall findings for longer-term goals are mixed and less positive, particularly when reviewing trendline data by race/ethnicity. However, the strategies that have been developed and implemented over the past four years may need more time to show its potential positive effects and be reflected in the data trends. In this section of the analysis, as referenced in the logic model, the cross-system partners selected longer-term outcome goals from Federal measures tracking children’s safety and well-being:

- Children are safe with their primary caregivers
- Children are safe from maltreatment in foster care
- Children are reunified with their families
- Children do not re-enter foster care
- When in foster care, children have stability in their placements (relative and family homes preferred)
- Disproportionality for Latino and African Ancestry children at point of referral is reduced

There were several important measures that have not yet been met, and this may be a function of needing more time. It is recommended that the Cross-System Partner Committee advocate for:

1. Continued tracking as well as development of strategies that support the longer-term outcome goals in a manner and that continues to be informed by primary, secondary and tertiary prevention efforts that bridge both internal and community supports through DFCS Cultural Brokers or other community-based supports; and
2. Develop and implement strategies grounded in trauma-informed and healing-centered practices and through a racial equity lens.

Families and placement caregivers, alike, would benefit from internal and community services that are aligned and coordinated in their approaches for families to feel connected and supported as they move from referral, diversion, entry and case closure.

As noted earlier, some of the outcome goals require a greater length of time to pass before the event can be determined to have taken place or not (e.g., re-entry into foster care 12 months after family reunification). This necessitates a lag in available data, which means there is less
time to see the effect of some of the initiatives that have been tracked by this report. Therefore, more time is needed to understand whether the strategies and initiatives are showing a positive difference in the experiences of the children.

**Outcome Goal 1 (S2): Children are safe with their primary caregivers.** The goal to meet the National standard for recurrence of maltreatment within 12 months was not met (S2. Standard: 9.1 percent or lower). Since April 2016, the rate of recurrence of maltreatment has diverged from the National standard. More concerning is that the rate of maltreatment has been climbing in more recent study periods for African Ancestry children.

Asian and Pacific Islander (and Native American) who have reached the standard for the entire period continued to show more safety as evidenced by marked declines in the rate of recurrence of maltreatment. This could be an opportunity to learn what factors may have contributed to the decrease when all other children experienced increases in the rate of recurrence of maltreatment. This is also an opportunity to identify ways in which programs such as Cultural Brokers and Differential Response can provide supports to families, regardless of whether a case is closed or not, to ensure family stability and wellness during the first year after a substantiated allegation of abuse or neglect.

**Outcome Goal 2 (S1): Children are Safe while in Foster Care.** The goal to meet the National standard for maltreatment in foster care was finally reached in the most recent study period (S1. Standard: 8.5 or less per 100,000 days). The rate for maltreatment in foster care decreased to 7.3 incidents per 100,000 days, a marked decline from 15.36 in 2017. Resource parents and children in care may be receiving the services they need to support wellness while in placement.

Outcomes by race/ethnicity are mixed. Only Latinx and Asian and Pacific Islander children are meeting the standard.

**Outcome Goal 3 (P1): Children are reunified with their families.** The goal to meet the National standard for permanency within 12 months of children entering foster care was not met, but close at 39.6 percent (P1. Standard: 40.5 percent or greater). One concern is that the rate of permanency within 12 months has been steadily declining, albeit at a low grade, during the entire study period. When reviewing trend lines by race ethnicity, data show that the overall decline may be a function of both White (but who are still meeting the standard) and Latinx (who are no longer meeting the standard) children. **Asian and Pacific Islander children have met the standard** and more recently, continued to experience overall increases in family reunifications. **African Ancestry children, for the first time in the study period, exceeded the national standard** and are experiencing timely family reunifications. The numbers for Native American children are too small to draw conclusions.

**Outcome Goal 4 (P4): Children do not re-enter foster care.** The goal to meet the National standard for re-entry to foster care was not met at 22.3 percent (P4. Standard: 8.3 percent or less). Starting in 2016, an increase in the rate of re-entry into foster care is observed. All children show increases in the rate of re-entry. It is important to highlight that African Ancestry children are markedly more likely to experience re-entry in comparison to their counterparts. One exception is Native American children (and this may be due to small counts).
Outcome Goal 5 (P5): When in foster care, children have stability in their placements (relative and family homes preferred). The goal to meet the National standard for placement stability was not met at 5.58 moves per 1,000 days of foster care (P5. Standard: 4.12 moves or fewer). During the baseline period, the overall number of moves was close or meeting the National standard. Starting in 2018, the number of placements moves began to increase. All children, regardless of race/ethnicity, follow the overall trend line pattern.

Outcome Goal 6: Disproportionality for Latino and African Ancestry children at point of referral is reduced. Due to changes in the methodology for race/ethnicity, prior analytic reporting no longer serves as a valid comparison to more recent reporting of disproportionality at referral. For the most recent available date (Jan-Dec 2019), African Ancestry and Latinx children are more likely to be referred to child welfare services. As presented in the June 2019 Cross-Systems Report, referrals to child welfare were trending upward, particularly for African Ancestry and Latinx children. However, this did not show parallel increases in the rate of entry into foster care. On the contrary, both African Ancestry and Latinx children were experiencing reductions in foster care entry. This may point to DFCS’s efforts to connect families with Cultural Brokers, their partnerships with community partners, such as FIRST 5, SOMOS Mayfair and others, to connect families to services and supports in their communities.

**DFCS Qualitative Review of Referrals and Cases**

DFCS dedicates staff to review cases and interview staff and families to ensure integrity of the data being collected, as well as ensuring adherence to the Child and Family Practice Model and other State mandates. Each year, 100 child welfare or juvenile justice cases are randomly selected by the State and DFCS conducts review of approximately 25 cases per quarter. While the Federal standards for case reviews is set at 95 percent compliance, DFCS’s performance compared to the State averages is either the same or better. Data trend lines for Federal measures indicate that there are areas DFCS may target to conduct deeper analysis to understand how best to adjust or revamp practice and policy to improve overall rates, and specifically for children and families of color.

Qualitative review analyses find that emergency response investigations are completed in a timely manner, helping keep children, first and foremost, protected from abuse and neglect. Moreover, DFCS’s commitment to connecting families to services during the referral period was also a highlight of the in-depth case reviews.

Case studies also highlight the Department’s efforts to keep children with their families, when safely possible. Safety risks assessments determine the viability of offering families voluntary or family maintenance services.

Case studies also revealed that DFCS determines and monitors children’s educational needs appropriately. This is important because children’s educational data show that children with foster care experience are among the most vulnerable in the educational system. Having educational support while receiving child welfare services can help establish partner relationships that can continue once a child exits the child welfare system. Attention may be directed to conducting process improvement checks of partnerships with schools and other
stakeholders to ensure that children with closed child welfare cases continue to receive services in support of their academic and well-being success.

Recent recommendations by case reviewers highlight the need to review criteria for voluntary services, provide training and support for family safety plans, and examine barriers and solutions for better engaging families in the creation of case plans.
INTRODUCTION

A request was made at the March 10, 2016 Children, Seniors, and Families Committee (CSFC) to identify critical process and outcome indicators across various initiatives that will lead to positive change for families and children in the child welfare system. This work was expanded to include the same for youths in the juvenile justice system, particularly as participation in the Well-Being Project (Title IV-E Waiver) invited both the Department of Family and Children’s Services (DFCS) and Probation Department to come together to find solutions. It seemed natural to continue this partnership and to have the Office of Cultural Competency (OCC) in the Division of Equity and Social Justice, Office of the County Executive, collaborate in these efforts, which includes its own charge to work with both departments to deliberately address the over-representation of children of color in systems. OCC supports efforts that ensure traction toward full implementation of key strategies that include a cultural responsivity perspective, tracking and assessment of client outcomes by race/ethnicity, and systemic changes using racial equity approaches.

Over the past four years, cross-system partners (including DFCS, Probation, Behavioral Health Services, Public Health Department, OCC, and Santa Clara County Office of Education) have followed a set of strategies, across prevention, early system diversion, and targeted intervention, to understand how they drive or correlate with outcome goals to create safety and well-being for children and their families, as well as address racial disparities (see logic model below; Attachment C provides a larger depiction of the logic model). Each edition of the Cross-System Report focused on the process of implementation, challenges, and short-term outcome findings were introduced when available. This approach of following a key set of strategies helps inform where to make revisions, and/or eliminate non-effective elements, as necessary, in service to improved outcomes for children, youths, and their families. Additionally, the approach to track and describe implementation of key strategies helps create transparency with the reader on the process of addressing racial disparities. Thus, the report has documented systemic changes that remove or minimize institutional barriers to keep children safe, increase families’ access to community-based services, provide services in the least restrictive manner, and to lift family voice and their circles of support to meet their needs in a manner that respects and is responsive to their cultures.
This edition of the report is focused on changes in child and family outcomes over the past four years (including an additional year for baseline purposes), as delineated in the logic model developed for this work. The report is therefore organized to accommodate a macro-level analysis of interim and longer-term outcomes that includes a timeline of strategies as they were introduced in previous reports.

In the coming weeks, cross-system leaders of the Cross-System Partners Committee will develop a new logic model to guide reporting to the Children, Seniors, and Families Committee (CSFC) based on a new set of strategies, grounded on racial equity, and that aligns with recommendations from the Cross-Agency Services Team (CAST) Prevention Workgroup; the provisions under Family First Prevention Services Act (FFPSA), which provides more federal resources to help families in crisis stay together, and limit placing foster youth into congregate care settings, including group homes; Continuum of Care Reform (CCR), which was authorized through Assembly Bill (AB) 403, seeks to realize California’s longstanding goal of ensuring that all children live as members of committed, nurturing, and permanent families; the Child and Family Practice Model (CFPM), which guides DFCS’s social workers to lift family voice, engage families’ circles of support, and use trauma-informed and healing-centered practice; and the Dually-Involved Youth program. The new logic model and structure of the report will be presented at the next CSFC meeting, in the Fall of 2020.
Main areas of focus of the Cross-System Report over the past four years included: Development of community prevention and early system diversion within DFCS, and full implementation and maintenance of the Child and Family Practice Model, Prevention and Early Intervention (PEI) strategies for youth coming in contact with the juvenile justice system, and Wraparound services for children in Probation.

**CHILD WELFARE PREVENTION STRATEGIES**

As a result of the Title IV-E Well-Being Steering Committee’s focus on early prevention, DFCS created a new bureau focused on prevention. The DFCS Prevention Bureau team collaborates, educates, and advocates through community focused programs and policies to prevent maltreatment, entry and re-entry into foster care. The Prevention Bureau’s goal is to create safe, supportive and self-sufficient communities where families and children have access to culturally appropriate services and resources necessary to mitigate the need for child welfare intervention. Prevention is defined holistically, from preventing families from entering into the child welfare system (Primary), preventing families with DFCS monitored involvement from further penetration into the child dependency system (Secondary), and preventing families with DFCS monitored involvement from returning into the system (Tertiary). Broadly, this framework of service delivery is structured to build communities and increase families’ abilities to promote safe, stable, and nurturing environments for their children.

For a full overview of these efforts, a report was presented to CSFC in November 2019. In prior installments of the present report, these were reported within.

**DFCS CHILD AND FAMILY PRACTICE MODEL**

At the crux of successful child welfare practice in DFCS is full implementation and support of the Child and Family Practice Model (CFPM), which includes Safety Organized Practice (SOP) as part of the Well-Being Project (Title IV-E). The practice model uses family voice, empowerment, circles of support, and healing to guide case plan strategies that will lead to child safety and wellbeing. DFCS uses the following eight core practices to track implementation of the practice model and to ensure that families effectively experience these core practice elements through their interactions with social workers.

<table>
<thead>
<tr>
<th>Inquiry</th>
<th>Mutual exploration with family and others.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engagement</td>
<td>Invites in and makes central the family’s perspective.</td>
</tr>
<tr>
<td>Self-Advocacy</td>
<td>Supports the family to speak for themselves.</td>
</tr>
<tr>
<td>Advocacy</td>
<td>Speaks out for the family and their perspective to strengthen support.</td>
</tr>
<tr>
<td>Teaming</td>
<td></td>
</tr>
</tbody>
</table>
HISTORICAL ANALYSIS OF CHILD, YOUTH AND FAMILY OUTCOMES

MAPPING STRATEGIES AND OUTCOMES
The following section of this report takes the opportunity to review key efforts that have occurred over the past five years in order to support child safety and well-being. A retrospective analysis of the previous Cross-System Coordinated Reports from March 2017 through December 2019 (depending on availability of data) was conducted and initiatives, strategies, or events were systematically placed into chronological order and summarized. The “events” were also grouped into broader categories:

- Purple: Continuum of Care Reform (CCR)
- Blue: Child and Family Practice Model (CFPM)
- Green: DFCS Prevention
- Red: School Linked Services (SLS)

To understand how key efforts over the past four years may correlate with child and family outcomes, select initiatives, strategies or events are summarized below. These are also organized according to their timeline and/or reflected upon for specific child and family outcome measures, later in the report.

The timeline summary below demonstrates the intentionality of strategies to achieve the safety and well-being outcomes for all children. The comprehensive timeline begins to build a narrative of the established partnerships and the resulting collaboration among County agencies, stakeholders and the community. Many of these initiatives are ongoing and may have been implemented prior to the dates within the focus of this report’s study period. In some of these instances, expansions or updates to the initiatives which occurred between 2015-2019 were chosen. For a full review of all initiatives, strategies and events chronicled through previous Cross-Systems Reports, Attachment C provides a more extensive and detailed timeline across DFCS and Juvenile Probation efforts, as well as other external supports in the community.
ININITIATIVES AND STRATEGIES TIMELINE AS CHRONICLED IN THE CROSS-SYSTEMS REPORTS

<table>
<thead>
<tr>
<th>Year</th>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Continuum of Care Reform (CCR)</td>
</tr>
<tr>
<td></td>
<td>Child and Family Practice Model (CFPM)</td>
</tr>
<tr>
<td></td>
<td>DFCS Prevention</td>
</tr>
<tr>
<td></td>
<td>School Linked Services (SLS)</td>
</tr>
</tbody>
</table>

2012

School Linked Services (SLS)

Launched by Behavioral Health Services (BHS), the goal of SLS is to address the opportunity gap and help level the playing field for youth burdened by economic, social, and/or a range of other inequities. At the core of the SLS initiative is the intention to provide culturally sensitive and evidence-based or best practice behavioral and mental health services using service delivery that promotes prevention and early intervention. The SLS model engages families in their children’s educational experience.

Early on, the SLS program was identified as a primary prevention program that could be leveraged to reduce general neglect referrals. By linking families to services when challenges first arise, SLS may decrease unnecessary calls from school staff to the Child Abuse and Neglect Center (CANC).

<table>
<thead>
<tr>
<th>Year</th>
<th>Title IV-E Waiver begins</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>Assembly Bill 403 - Continuum of Care Reform</td>
</tr>
</tbody>
</table>

In 2015, CCR was authorized by Assembly Bill 403 as comprehensive reform to ensure that foster youth have an opportunity to grow up in permanent, supportive homes and to become self-sufficient, successful adults. The intent of the law is to increase the number of children placed with resource families; to improve the assessment process to reduce the number of placements for youth; to provide more funding so counties can recruit and train resource families; to transition the group home system to short-term residential treatment programs (STRTP); and create a timeline to phase-in changes and recommendations.

<table>
<thead>
<tr>
<th>Year</th>
<th>Safety Organized Practice (SOP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>Differential Response (DR) Expansion</td>
</tr>
</tbody>
</table>

The use of SOP, which supports the CFPM, particularly the approach to create circles of support to improve safety for children, as well as the use of Structured Decision Making (SDM), effective July 1, 2016 are other means to reduce the rate of maltreatment in foster care. Through CFPM and SOP tools, social workers engage families to address safety and contributing factors, as well as strengthen families’ circles of support. Thereby, one can expect reductions in disproportionate outcomes by race/ethnicity for entry rates and recurrence of maltreatment. The guiding principles that families know best about their needs and that children do better when kept safely with their families are foundational to the use of SOP tools.

The DR programs are at least partially responsible for the lower rate of entry into foster care, and subsequently the lower incidence rate of children in foster care. (Additional related strategies such
<table>
<thead>
<tr>
<th>Year</th>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>as the use of voluntary family maintenance services, which are not Federal or State mandates, also help to stabilize families without an entry into foster care.)</td>
</tr>
<tr>
<td>Oct 2016</td>
<td><strong>Fidelity Assessments</strong></td>
</tr>
<tr>
<td></td>
<td>Through partnership with DFCS managers, supervisors and staff, the Fidelity Assessment (FA) Workgroup restarted FAs in October 2016. An FA is a process designed to measure the extent to which the implementation of CFPM is done with fidelity. These tools and processes include observation of interactions between a social worker and parent, child, family and/or caretaker and the family’s self-identified system of support. The data from the observations are reviewed at the aggregate level to understand the degree to which one can say that an innovation or practice is upholding the principles of CFPM.</td>
</tr>
<tr>
<td>Q3 2016</td>
<td><strong>Staff and Parent Surveys</strong></td>
</tr>
<tr>
<td></td>
<td>The annual Well-Being Project’s Staff/stakeholder and parent/guardian surveys were implemented and evaluated. The surveys focused on parents/guardians’ experience of the CFPM principles while receiving child welfare services. Survey questions were derived from key features of the main practice model and interventions, for example, family engagement and child/youth voice, and included a strong focus on parents’ or guardians’ relationship to the social worker and the Agency.</td>
</tr>
<tr>
<td>Nov 2016</td>
<td><strong>Official Launch of Continuum Care Reform</strong></td>
</tr>
<tr>
<td></td>
<td>In Santa Clara County, CCR is a collaborative effort between DFCS, Probation Department and BHS with a shared vision to create a smooth, responsive and coordinated system of care that supports placing youth in permanent nurturing families.</td>
</tr>
<tr>
<td>Dec 2016</td>
<td><strong>Cultural Brokers</strong></td>
</tr>
<tr>
<td></td>
<td>The Cultural Brokers are community-based cultural specialists who facilitate communication and understanding between DFCS social workers and families. The purpose is to improve engagement at the early intervention stages to keep children and families strong; to help break the pattern of disproportionality and outcome disparity; and provide greater opportunity and new avenues for success that may not have been tried before for families and youth involved in the Santa Clara County child welfare system.</td>
</tr>
<tr>
<td></td>
<td>Six communities in Santa Clara County are targeted with ZIP codes of 95111, 95112, 95116, 95122, 95127 from East San Jose and 95020 from the Gilroy area where there are disproportionate rates of child abuse and neglect referrals for children and youth of African Ancestry and Latino families.</td>
</tr>
<tr>
<td>2016</td>
<td><strong>School Linked Services</strong></td>
</tr>
<tr>
<td></td>
<td>SSA contracted service supports through SLS. In addition to other service supports offered through SLS, in December 2016, SSA released a Request for Proposal (RFP) to fund and expand prevention and family engagement strategies. On June 20, 2017, 12 programs were recommended for funding. These programs were distributed across the five Supervisorial Districts and high need ZIP codes, including high-risk areas as indicated by local rates of poverty, substance abuse, juvenile arrests, psychological and behavioral health issues, teen motherhood, infants with low birth weight, dropping out of school, and low test scores.</td>
</tr>
<tr>
<td>Dec 2017</td>
<td><strong>Community Forums</strong></td>
</tr>
<tr>
<td>(to FY18/19)</td>
<td>The DFCS Director led community forums (including Vietnamese radio and television programs) to engage in conversations with the community. Director tried to rally support from the community via engaging in discussion to identify improvements for service implementation and strategies to recruit resource families. The goals of the forums include fostering stronger relationships and trust, informing the public about the department’s role in responding to child abuse and neglect, learning from the community about potential (cultural) risk factors as well as gaps in services that would support the prevention of child maltreatment.</td>
</tr>
<tr>
<td>Q1 2018</td>
<td><strong>Launch of Prevention Bureau</strong></td>
</tr>
</tbody>
</table>
|            | The DFCS Prevention Bureau team collaborates, educates, and advocates through community focused programs and policies to prevent maltreatment, entry and re-entry into foster care. The
Prevention Bureau’s goal is to create safe, supportive and self-sufficient communities where families and children have access to culturally appropriate services and resources necessary to mitigate the need for child welfare intervention. Prevention is defined holistically, from preventing families from entering into the child welfare system (Primary), preventing families with DFCS monitored involvement from further penetration into the child dependency system (Secondary), and preventing families with DFCS monitored involvement from returning into the system (Tertiary). Broadly, this framework of service delivery is structured to build communities and increase families’ abilities to promote safe, stable, and nurturing environments for their children.

One of CCR’s most fundamental principles is that child welfare services are most effective when delivered in the context of a child or youth and family centered. The multidisciplinary team, that includes the child and family, all share responsibility to assess, plan, intervene, monitor and refine services over time. The intent is to provide a greater level of continuity across placements and services and increase the voice of the youth and family in the process. Beginning in February 2018, DFCS offered an Initial CFT within 60 days of a child coming into foster care. While CCR requires all children and families involved in foster care cases to have experienced a CFT meeting within 60 days of case opening, DFCS has this as a goal for all families with child welfare cases, whether in-home or out-of-home placements, or whether voluntary or court-ordered services.

Revised Mandated Reporter Training (MRT)

A new contractor was selected for the County and revisions were made to MRT including adding an additional 1.5 hours and information on implicit bias when reporting as well as disproportionality in the system. Spanish MRT is now offered in 2019. Approximately 3,000 mandated reporters in Santa Clara County receive training each year.

The Parent Cafés are designed as a method to engage parents and caregivers in building and learning about protective factors, developing leadership skills and ultimately creating healthy and meaningful connections with their children, while building safer and more connected communities. Each Parent Café consists of a series of monthly meetings centered around dyad and small-group table discussions where parents and other family members converse about issues important to keeping their families strong and their children safe. Through individual deep self-reflection and peer to peer learning, participants explore their strengths, learn about the protective factors, and create strategies from their own wisdom and experiences to help strengthen their families. Parents and caregivers will learn about a framework called the Strengthening Families™ Protective Factors, which are intended to increase family stability, enhance child developments and reduce child abuse and neglect. Offered in East San Jose/Gilroy in Spanish, Vietnamese and English for 500 families.

The following lists the intermediate and long-term goals outlined in the logic model. Strategies over the past four years and prior support these outcome goals:

**Intermediate Goals**

1. Reduce open cases at entry
2. Reduce foster care entries
3. Increase relative placements
4. Reduce group home placements
### Outcome Goals

1. Children are safe with their primary caregivers
2. Children are safe while in foster care
3. Children are reunified with their families
4. Children do not re-enter foster care
5. When in foster care, children have stability in their placements (*relative and family homes preferred*)
6. Disproportionality for Latino and African Ancestry children at point of referral is reduced
DFCS has also illustrated some of their recent **Primary Community Prevention Strategies** related to community outreach; parent education; and advocacy, public policy and systems change.
DFCS CHILD AND FAMILY OUTCOMES
The following begins to review outcomes as delineated in the logic model (as referenced earlier). Outcome data are provided for Santa Clara County overall, as well as a focus on race/ethnicity in order to highlight changes in racial disproportionality experienced among children of color. (Note: In late 2017, the methodology for collecting ethnicity was changed. California Department of Social Services (CDSS) provided instruction to counties to ask clients which of the federally recognized races they identify with. Once a federally recognized race is selected, a secondary “Hispanic” ethnicity can be selected in Other Ethnicity. University of California at Berkeley (UCB) made all methodology changes retroactive across all data reporting periods.)

While direct causation cannot be determined by the process of tracking trend lines, it does allow for focusing or narrowing in on successes within outcome measures and surveying what initiatives were implemented or ongoing during that timeframe. Similarly, it may give clues on challenges experienced by programs where preliminary analysis may not show to be as effective as intended with a specific population. Other factors, internal or external, may also explain the observed trend lines. For example, one cannot ignore the urgency for affordable housing options and jobs that pay living wages and the effects these have on families’ sense of well-being and health and corresponding family behaviors or circumstances that may impact child safety and well-being.

The Intermediate Goals related to Family Voice have been previously reported on through findings from the DFCS Parent Surveys. As previous reports have shown, low response rates make it difficult to understand the overall experience and perspectives of families. In the coming year, DFCS will have flexibility to make changes to the survey and test other methods to increase response rate while ensuring confidentiality and trust.

The Probation Department also implemented strategies to divert youth from entering the juvenile justice system as part of the Cross-Systems Report’s focus on children’s safety and wellbeing, and addressing racial disparities observed in system outcomes. Please refer to Attachment B for Probation’s reporting of efforts that connect to the logic model guiding the present report.

INTERMEDIATE GOALS
Measures supporting the Intermediate Goals from the logic model are reported in the SCC Well-being Title IV-E Dashboard, which was most recently updated in October 2019 (SSA DFCS data). Race and ethnicity data charts for each measure presented were pulled from the California Child Welfare Indicators Project, which is a collaborative venture between UCB and CDSS.1

Overall findings for intermediate measures show that most goals were met and that in general all children, regardless of race/ethnicity, benefitted. In this section of the analysis, findings reflect on the Well-Being Steering Committee’s selection of intermediate outcome goals to further children’s safety and well-being:

---

1 Source: CCWIP reports, University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare
Intermediate Goal #1: Reduce open cases at entry
The first measure of open cases provides context for the subsequent experiences of a child entering the system. Therefore, all of the selected initiatives/strategies have been mapped onto this graph.

The earliest data available corresponds to the start of the Title IV-E Waiver in Q4 2014, where there were 2,111 open cases. The goal is to reduce the number of open cases by 2.5% each year. With the exception of Q1 2019, this goal has been met each quarter. In the most recently available data for September 2019, there were 1,725 open cases which is an 18.3% decrease within five years.

(See following page – in landscape format to include chronological depiction of key initiatives, strategies, and events occurring during the study period.)
1A. Number of Open Cases: Baseline and Target (2.5% reduction per year)

<table>
<thead>
<tr>
<th>Year</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>2,110</td>
</tr>
<tr>
<td>2015</td>
<td>2,142</td>
</tr>
<tr>
<td>2016</td>
<td>2,014</td>
</tr>
<tr>
<td>2017</td>
<td>1,983</td>
</tr>
<tr>
<td>2018</td>
<td>1,940</td>
</tr>
<tr>
<td>2019</td>
<td>1,911</td>
</tr>
</tbody>
</table>

A. Number of Open Cases: Baseline and Target (2.5% reduction per year)

- **Baseline**: 2,110 cases in Year 1
- **Target**: 2,058 cases in Year 2, 2,006 cases in Year 3, 1,956 cases in Year 4, 1,907 cases in Year 5

**Notes**:
- **Oct 2014**: Title IV-E Waiver begins
- **AB-403**: CCR
- **SLS**: Differential Response
- **Continuum of Care Reform (CCR)**
- **Child and Family Practice Model (CFPM)**
- **DFCS Prevention**
- **School Linked Services (SLS)**
- **Other external supports in the community**

**Key Events**
- **2016**: Safety Organized Practice, Differential Response Expansion, Fidelity Assessments, Staff and Parent Surveys, Cultural Brokers, Launch of CCR
- **2017**: Community Forums, Wellness Funds, DFCS hires Community Workers
- **2018**: Prevention Bureau, Child and Family Team Meetings, Healthy Relationships Campaign, Community Facilitated (Parent Education) Programs
- **2019**: Universal Access Pilot, Learning Lab, Joint Foster Youth Task Force recommendations, State and Local Child Abuse/Neglect Prevention Summit, Parent Advisory Group, Mandated Reporter Training

**Visuals**
- Line graph depicting the number of open cases over time with target reductions indicated.
The next measures examine the number of open cases by service component type. Service Components include: Permanent Placement (PP), Family Reunification (FR), Family Maintenance (FM) and Emergency Response (ER). Youth in service component ‘Supportive Transition’ (ST) are not included in the open case counts/totals. The Family Maintenance category combines Voluntary and Court Family Maintenance cases as the children importantly remain with their families in both of these experiences. While the overall goal is to reduce the number of open cases, there is also a preference to have the child remain with their family whenever safe and feasible within the cases that are opened. Success in these occurrences over time would be indicated by a reduction in Permanent Placement and an increase with Family Maintenance cases.

The goal to reduce the number of Open Cases was reached. This is a meaningful achievement considering (as reported in the June 2019 report) that the rate of referral per 1,000 children in Santa Clara County has been climbing since 2015, from 27.1 referrals per 1,000 children to 33.1 in 2018.

Moreover, there was a marked reduction in the number of children in Permanent Placement cases. This means that there were more families receiving services for children and youth to return to a permanent home.

- In Q4 2014, there were 739 PP cases, which has decreased by nearly 37% to 467 cases in September 2019.
- In Q4 2014, there were 751 FM cases, which peaked at 949 cases in Q1 2019 and is most recently decreased to 770 cases in September 2019.

Beyond counts, the proportion of cases by service component is a better indication of whether children are remaining with their families, as rates account for differences in population sizes.

- In Q4 2014, 35% of cases were PP, which decreased to 27% in September 2019.
- During the same time period, FM cases increased from 36% to 45%.

In addition to exceeding the overall goal of reducing the number of open cases, the proportion of families receiving Family Maintenance services was the highest of any of the service components. This has consistently been the case in all five years’ data.

However, the highest proportion of open cases is not FM for every race/ethnicity group, with Asian and Pacific Islander (API) children more likely to experience FM cases, Native American least likely to experience FM cases, and all other children experiencing FM cases between 37 to 41 percent in the most recent period on the trend line:

- **African Ancestry:** In Q4 2014 for African Ancestry children, PP cases made up 47% of all open cases, while 19% were FM. Over the past five years, the disparity between the two service components has narrowed and the majority of cases were most recently FM (37%).
- **White:** FM cases for white children have increased from 32% to 41%, while PP cases have decreased from 35% to 32%.
- **Latinx:** Similarly, the most recent proportion of FM cases (41%) for Latinx children have grown to surpass PP cases (29%).
- **API:** The highest proportion of open cases for Asian/Pacific Islander children have consistently been FM cases, trending upward from 45% to 55%.
- **Native American:** Due to small case counts for Native American children, the rates of open cases by service component vary widely and should not be generalized. As of September 2019, 50% of cases were PP and 33% were FM. (Chart included to show wide changes due to small size.)
Intermediate Goal #2: Reduce foster care entries and youth in out-of-home placements

The second intermediate goal is to reduce the number of foster care or out-of-home placement entries. The measure for number of removals includes all entries and any number of days in care.

In Year 1, there was an average of 74 youth removed from their homes in Santa Clara County per month. DFCS’s goal is to reduce the number of removals by 2% each year.

The goal to reduce the number of youth removals has been successfully met for the majority of periods across the past five years.

- In the most recently available data in Year 5, there was an average of 59 youth removed each month, which is below the goal of 68 removals per month. (See following charts.)
- Between Oct14-Sep15 and Oct18-Sep19, the number of removals decreased for African Ancestry youth from 91 to 55, which is a 39.6% reduction. Number of removals decreased by 44.9% for White, 18.6% for Latinx and 50.0% for Native American children (chart not shown due to small sample size).
- Number of removals increased for Asian and Pacific Islander children by 16.1%.

![Graph showing removals over time](image-url)
In Q4 2014, there were 1,246 youth in out-of-home placement. The goal is to reduce the number of youth by 1.5% each year.

**Following the Year 1 Baseline, the goal to reduce the number of youth in out-of-home placement has been consistently met across all quarters.**

- In the most recently available data for September 2019, there were 909 youth in out-of-home placement, which is a 27.1% decrease within five years and well below the Year 5 Goal of 1,141.

Moreover, decreases in out-of-home placements were seen for each race/ethnicity group. During the five-year period:
  - African Ancestry youth in out-of-home placements decreased from 152 to 108, which is a 29.0% decrease.
  - Out-of-home placements decreased by 24.1% for White, 29.4% for Latinx, 7.9% for Asian/Pacific Islander and 50.0% for Native American youth.
3A. Number of Youth in Out-of-home Placement: Baseline and Target (1.5% reduction per year)

Year 1 Baseline: 1,212
Year 2 Goal: 1,194
Year 3 Goal: 1,176
Year 4 Goal: 1,159
Year 5 Goal: 1,141

3A. Out-of-home Placement Ethnicity: African Ancestry

3A. Out-of-home Placement Ethnicity: White

3A. Out-of-home Placement Ethnicity: Latino/a

Intermediate Goal #3: Increase relative placements

The third intermediate goal is to increase the number of relative (and non-relative extended family members (NREFM)) placements. In Q4 2014, there were 583 Relative/NREFM placements. The goal is to increase the number of relative placements by 2% each year. The numbers have been trending in the opposite direction over the past five years. Following the Year 1 Baseline, this goal has not been met. In the most recently available data for September 2019, there were 336 Relative/NREFM placements, which is a 42.4% decrease within five years and below the Year 5 Goal of 578. It may be that as case counts have declined, the cases that remain within the department are more challenging. In turn, a more challenging family case may be more likely to have fewer extended family resources, leading to reductions in relative placements. (See following charts.)

In general, this overall decreasing trend in relative placements has also been seen for each race/ethnicity group with some exceptions in the most recent periods between 2017-2019. For example,

...while the overall rates have declined, both African Ancestry and Latinx children are trending higher for relative placements, starting in 2018. Cultural Brokers, community forums, establishment of the Prevention Bureau and hiring of community workers, all work to elevate the voice of the community where they share their expectations and guiding values for children and families of color touching the child welfare system.

As noted, during the five-year period, African Ancestry youth in relative placements decreased from 47 to 28, which is a 40.4% decrease. Relative placements decreased by 59.4% for White, 38.4% for Latinx and 22.2% for Asian/Pacific Islander youth. It should be noted that a review of rates shows that API youth are less likely to experience relative placements. Relative/NREFM placement counts for Native American youth have ranged from none to two during this time period.
3E. Number of Relative/NREFM Home Placement: Baseline and Target (2% increase per year)

- Year 1 Baseline: 534
- Yr 2 Goal: 545
- Yr 3 Goal: 556
- Yr 4 Goal: 567
- Yr 5 Goal: 578

3E. Relative/NREFM Home Placement Ethnicity: African Ancestry

3E. Relative/NREFM Home Placement Ethnicity: White

3E. Relative/NREFM Home Placement Ethnicity: Latino/a

3E. Relative/NREFM Home Placement Ethnicity: Asian/P.I.
Intermediate Goal #4: Reduce group home placements

The fourth intermediate goal is to reduce the number of group home placements. In Q4 2014, there were 157 group home placements. The goal is to reduce the number of relative placements by 5% each year. Following the Year 1 Baseline, this goal has consistently been met across all quarters.

The number of youth in group homes has dropped precipitously. While DFCS was steadily declining the number of youth placed in group homes, the steeper decline may be attributed to Continuum of Care Reform, which was launched in 2016.

- In the most recently available data for September 2019, there were 38 youth in group home placement, which is a 75.8% decrease within five years and well below the Year 5 Goal of 116.

This marked reduction in group home placements has also been observed for each race/ethnicity group.

During the five-year period:
- African Ancestry youth in group home placements decreased from 18 to 9, which is a 50.0% decrease.
- Group home placements decreased by 81.3% for White, 75.0% for Latinx and 80.0% for Asian/Pacific Islander youth.
- There have been no Native American youth in group home placements since late 2018.

![Graph showing number of group home placements and target](image-url)
LONG-TERM OUTCOME GOALS
Race and ethnicity data charts for each measure presented were pulled from the California Child Welfare Indicators Project, which is a collaborative venture between UCB and CDSS.²

Overall findings for longer-term goals are mixed and more nuanced, particularly when reviewing trendline data by race/ethnicity. In this section of the analysis, the cross-system partners selected longer-term outcome goals from Federal measures tracking children’s safety and well-being.

² Source: CCWIP reports, University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare
There were several important measures that were not met. It is therefore recommended that the Cross-System Partners Committee advocate for:

(1) Closer inspection of these longer-term outcome goals in a manner that is informed by primary, secondary and tertiary prevention efforts that bridge both internal and community supports through DFCS Cultural Brokers or other community-based supports; and

(2) Develop and implement strategies grounded in trauma-informed and healing-centered practices and through a racial equity lens.

Families and placement caregivers, alike, would benefit from internal and community services that are aligned and coordinated in their approaches for families to feel connected and supported as they move from referral, diversion, entry and case closure.

It should be noted that some of the outcome goals require a greater length of time to pass before the event can be determined to have taken place or not (e.g., re-entry into foster care 12 months after family reunification). This necessitates a lag in available data, which means there is less time to see the effect of some of the initiatives that have been tracked by this report. Therefore, more time is needed to understand whether the strategies and initiatives are showing a positive difference in the experiences of the children.

Outcome Goal #1: Children are Safe with their Primary Caregivers
The first outcome goal is that children are safe with their primary caregivers. The National goal for recurrence of maltreatment in foster care is 9.1% or less, which is denoted by the red dashed line on the graphs below. In Oct15-Sep16, 8.9% of all children who were victims of a substantiated maltreatment allegation during a 12-month reporting period were victims of another substantiated maltreatment allegation within 12 months of their initial report. However, since Apr16-Mar17, recurrence of maltreatment has been above the national standard of 9.1% or lower.

Asian and Pacific Islander and Native American children are two groups that have consistently met the national standard with continued declines or no recurrence of maltreatment.

- For African Ancestry children, rates for recurrence of maltreatment have been trending upward with a moderately marked increase in the most recent reporting period to above 15 percent.
- White and Latinx children showed increases that resemble the overall rate.
- Recurrence of maltreatment has consistently been below the National goal and continue to decline for Asian and Pacific Islander children.
- While recurrence of maltreatment was 12.5% for Native American children in Oct15-Sep16 and Jan16-Dec16, there have been no reports of maltreatment for the remainder of the reporting period.
S2. Recurrence of Maltreatment
National Goal: ≤ 9.1%

- **Ethnicity: African Ancestry**
  - Oct 15-Sept 16: 8.9%
  - Jan 16-Dec 16: 8.8%
  - Jul 16-Jun 17: 9.9%
  - Oct 16-Sep 17: 11.3%
  - Jan 17-Dec 17: 10.9%
  - Apr 17-Mar 18: 11.2%
  - Jul 17-Jun 18: 11.5%
  - Oct 17-Sep 18: 11%

- **Ethnicity: White**
  - Oct 15-Sept 16: 10%
  - Jan 16-Dec 16: 9.5%
  - Jul 16-Jun 17: 10.5%
  - Oct 16-Sep 17: 10.2%
  - Jan 17-Dec 17: 9.8%
  - Apr 17-Mar 18: 10.1%
  - Jul 17-Jun 18: 10.3%
  - Oct 17-Sep 18: 10.5%

- **Ethnicity: Latino/a**
  - Oct 15-Sept 16: 12%
  - Jan 16-Dec 16: 11.5%
  - Jul 16-Jun 17: 12%
  - Oct 16-Sep 17: 12.5%
  - Jan 17-Dec 17: 12%
  - Apr 17-Mar 18: 12.2%
  - Jul 17-Jun 18: 11.8%
  - Oct 17-Sep 18: 12%

- **Ethnicity: Asian/P.I.**
  - Oct 15-Sept 16: 5%
  - Jan 16-Dec 16: 4.5%
  - Jul 16-Jun 17: 5%
  - Oct 16-Sep 17: 4.8%
  - Jan 17-Dec 17: 5.2%
  - Apr 17-Mar 18: 5.1%
  - Jul 17-Jun 18: 4.9%
  - Oct 17-Sep 18: 5%
Outcome Goal #2: Children are Safe while in Foster Care

The second outcome goal is that children are safe while in foster care. The National goal for maltreatment in foster care is 8.5 or less per 100,000 days, which is denoted by the red dashed line on the graphs below. There were 11.4 maltreatment reports per 100,000 days in Oct16-Sep17 for Santa Clara County.

This rate decreased to 7.3 over two years, which successfully falls below the National goal for the first time during the reporting period. This is a marked decline from 15.4 incidents per 100,000 days in Oct17-Sep18 to 7.3 incidents one year later in Oct18-Sep19. Resource parents and children may be receiving the services they need to support wellness while in placement.

Outcomes by race/ethnicity at the end of the study period are mixed, however. Prior to Apr18-Mar19, maltreatment in foster care for African Ancestry youth was below the National goal of 8.5 per 100,000 days. While the rate is currently above the National goal, the most recent reporting periods showed a decrease from 14.4 to 10.6 maltreatment reports per 100,000 days. While maltreatment in foster care for White youth has consistently been above the standard, the rate has been trending downward since Oct17-Sep18. Maltreatment in foster care for Latinx youth has also been trending downward, from 11.2 in Oct16-Sep17 to 6.6 reports per 100,000 days in Oct18-Sep19, but it is not clear how recoding of Latinx in the statewide data system may have contributed to this trending. While maltreatment in foster care for Asian/Pacific Islander had been markedly high, youth in the most recent reporting periods have shown a decrease from 23.3 to 4.7 per 100,000 days, which is now below the National goal. There were no reported instances of substantiated maltreatment in foster care for Native American youth during the reporting period.
Outcome Goal #3: Children are Reunified with their Families
The third outcome goal is that children are reunified with their families. The permanency measure includes foster care exit statuses of Reunified, Adopted and Guardianship. Aged out/Emancipated is not included in these percentages.

The National goal for permanency is 40.5% or greater, which is denoted by the red dashed line on the graphs below. Since Jan16-Dec16, permanency in 12 months for children entering foster care has been slightly decreasing. In Jul17-Jun18, permanency fell just below the National goal for the first time during...
the reporting period. The overall decline seems to be reductions in permanency within 12 months of entering foster care for White and perhaps Latinx children. Considering that the rate of entry into foster care has declined overall and in particular for African Ancestry, White, and Latinx, it may be that the children who enter into foster care come from families with higher level needs that are not easily resolved with 12 months of services.

Although permanency for White youth has consistently exceeded and continues to exceed the National goal, the trend has decreased from 66.7% to 47.2%. Latinx children showed slight declines in reaching permanency within 12 months, and while they were meeting the National goal, they have trended below the standard since Apr16-Mar17, with the most recent data showing 34.7% for Oct17-Sep18, below the National goal.

Permanency for African Ancestry youth has been increasing and the most recent Oct17-Sep18 data (45.3%) met the National goal for the first time during the reporting period. This improvement may be supported by the Department’s commitment to keeping families together and the increases in relative placements for African Ancestry children.

Permanency for Asian/Pacific Islander youth continues to be greater than 40.5% and is most recently the highest percentage (60.4%) of youth experiencing permanency across each of the ethnic groups.

The numbers for Native American youth are too small to draw conclusions.
Outcome Goal #4: Children do not Re-enter Foster Care

The fourth outcome goal is that children do not re-enter foster care. This measure looks at all children who enter foster care on a 12-month period who are discharged within 12 months to reunification, living with a relative(s), or guardianship, and what percent of those children re-enter foster care within 12 months of their discharge. The National goal for re-entry is 8.3% or less, which is denoted by the red dashed line on the graphs below.

Since Apr15-Mar16, re-entry to foster care within 12 months of youths’ discharge in Santa Clara County has increased from 14% in Apr15-Mar16 to 22.3% for the duration of this reporting period (Oct16-Sep17; reminder that these analyses prospectively follow cohorts of children that are reunified with their families).
Re-entry to foster care for African Ancestry, White and Latinx youth has consistently been higher than the National goal and increased between Oct14-Sep15 and Oct16-Sep17. Moreover, the re-entry rate for African Ancestry children is markedly higher than the rate observed for their counterparts.

Re-entry for Asian/Pacific Islander youth has decreased since Oct14-Sep15, including two reporting periods where no youth re-entered foster care. However, the percentages have risen near or above 8.3% since Jan16-Dec16.

After Oct15-Sep16, no Native American youth re-entered foster care. The counts for Native American youth ranged from 2 to 5 between Oct15-Sep16 and Oct16-Sep17.
Outcome Goal #5: When in foster care, children have stability in their placements

The fifth outcome goal is that children have stability in their placements (relative and family homes preferred). This measure looks at all children who enter foster care in a 12-month period and the rate of placement moves per day of foster care. The National goal for placement stability is 4.12 moves per 1,000 days of foster care or less, which is denoted by the red dashed line on the graphs below.

In Jan17-Dec17, the placement stability rates for Santa Clara County were below the National goal. Although the rates decreased slightly between Oct17-Sep18 and Jul18-Jun19, placement stability has been above 4.12 moves per 1,000 days since Jul17-Jun18. The rate has increased to 5.58 in the most recent reporting period, with more children experiencing placement moves.

Outcomes by race/ethnicity are similar to the overall County trend line. Placement stability rates at the beginning of the reporting period met or were closer to meeting the National goal for African Ancestry, White, Latinx and Asian/Pacific Islander youth. In more recent periods, however, the rates for placement stability have generally been trending upward across each of the ethnicities, with all children experiencing higher rates of placement moves. The trend for placement stability rates for Native American youth have been more variable, mainly due to the small number of Native youth in foster care.
Outcome Goal #6: Disproportionality for Latino and African Ancestry children at point of referral is reduced

Due to changes in the methodology for race/ethnicity, earlier data available no longer serves as a valid comparison to more recent data available. For the most recent available date (Jan-Dec 2019), African Ancestry and Latinx children are more likely to be referred for child welfare services. As shown in the June 2019 report, referrals to child welfare were trending upward, particularly for African Ancestry and Latinx children. However, this did not show parallel increases in the rate of entry into foster care. On the contrary, both African Ancestry and Latinx children were experiencing declines in foster care entry. Thus, this may point to DFCS’s efforts to connect families with Cultural Brokers, their partnerships with community partners, such as FIRST 5, SOMOS Mayfair and others, to connect families to support in their communities.
QUALITATIVE CASE REVIEW OF CHILD WELFARE OUTCOMES

This section reviews internal DFCS process improvement efforts to ensure integrity of the data being collected as well as ensuring adherence to the Child and Family Practice Model (CFPM), and other State mandates.

All California counties participate in Child and Family Services Reviews (CFSR) for the purpose of assessing performance in seven outcomes areas that measure children’s safety, permanency and well-being through 18 individual items. Child cases are randomly selected and assigned to counties each quarter by the California Department of Social Services (CDSS).

DFCS has five Social Services Analysts responsible for the review of 100 child welfare and/or juvenile probation cases per year. The analysts review the cases to determine how DFCS is performing in the seven performance outcomes. Each analyst reviews case files, child welfare documents, including court reports, medical records, case plans, visitation logs and many other documents that provide insight into the relationship between the Agency and the families it serves. Additionally, analysts conduct face-to-face interviews with the families and children, as well as the social workers and the service providers who managed the cases and assisted the families.

To review cases, interview clients and provide a cultural lens to each case, the DFCS analysts who perform the case reviews are also diverse, not only in their ethnicities and language capabilities, but also in their professional backgrounds. The case review unit is committed to hearing all voices and gaining input about all clients’ experiences with DFCS. The chart below provides a depiction of a random case selection for FY 2018-2019 by client race/ethnicity.
Like the Cross-Systems Report’s selection of child welfare outcomes, the CFSR targets similar specific child outcomes. The table below shows the correlation between the two efforts.

<table>
<thead>
<tr>
<th>CFSR Desired Outcomes</th>
<th>Cross-System Report Desired Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety Outcome 1: Children are, first and foremost protected from abuse and neglect.</td>
<td>Children are safe while in foster care.</td>
</tr>
<tr>
<td>Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.</td>
<td>Children are safe with their primary caregivers. Children are reunified with their families.</td>
</tr>
<tr>
<td>Permanency Outcome 1: Children have permanency and stability in their living situations.</td>
<td>When in foster care children have stability in their placements.</td>
</tr>
<tr>
<td>Permanency Outcome 2: Family relationships and connections are preserved.</td>
<td>Disproportionality of Latino and African Ancestry children at point of referral is reduced.</td>
</tr>
<tr>
<td>Well-Being Outcome 1: Families have enhanced capacity to provide for children’s needs.</td>
<td>Children do not re-enter foster care.</td>
</tr>
<tr>
<td>Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.</td>
<td>N/A</td>
</tr>
<tr>
<td>Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.</td>
<td>N/A</td>
</tr>
</tbody>
</table>

![FY 18-19 Random Case Generation By Ethnicity (N=100)](image-url)
The case reviews completed in FY2018-2019 showed that DFCS performed at or above the overall State performance ratings in all seven outcomes in the areas of Safety, Permanency and Well-Being. No county or state child welfare system was found to be in substantial conformity with the federal outcome of 95 percent. However, the chart shows areas where there are greater challenges in reaching the federal outcome goal of 95 percent (e.g., Families have enhanced capacity to provide for their families, Children have permanency and stability in their living situations, and Children receive adequate services to meet their physical and mental health needs). These are all tied to resources, whether stemming from families, resource (foster) parents, or the system.

**Safety Outcome 1: Children are, first and foremost protected from abuse and neglect.**

The case reviews showed that Emergency Response investigations were completed in a timely manner. Furthermore, the services clients were provided and referred to were relevant to the issues that brought the families to the attention of child welfare. For example, when substance abuse was a catalyst for DFCS involvement, the parent was provided with a referral to Substance Abuse Treatment Services (SUTS) for an assessment that would recommend specific treatment services to meet the parent’s needs. Random drug and alcohol testing referrals were also part of these case plans.

**Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.**

Children also remained in their homes, when possible, with voluntary services. For example, families who are the subject of a referral where the initial safety and risk assessments indicate that a child is not at immediate risk of abuse or neglect, when there is no basis for filing a petition with the court, and the parents are willing to participate in corrective efforts, were offered Voluntary Family Maintenance (VFM) services. Participation in these services prevents the child’s removal from their home. VFM services can be offered to a family for a period of six months. When the risk of abuse or neglect is high and a child’s safety and well-being are at
immediate risk, voluntary services are not appropriate and cannot be offered to a family. The case reviews also revealed that when children were removed from their home concerted efforts were made to place siblings together. Noticing and findings regarding the Indian Child Welfare Act applicability were also made timely.

**Child Well-Being**

Another observed positive CFSR outcome for County of Santa Clara DFCS was that children’s educational needs were determined and monitored. When a child has been abused or neglected in their home, it is common to find that they are struggling in school. When a child is in out of home care, unless the Court finds reason to assign the child’s educational rights to someone other than the parents, the parents continue to hold the educational rights for their child. It is the responsibility of the case carrying social worker to engage the family and the child’s educational providers to address the child’s academic needs. While a social worker may informally assess the child’s educational needs, and conclude the child would benefit from educational assistance, the parents must provide consent for any testing that could lead to any type of Individual Educational Plan (IEP) or tutoring referrals.

CFSR reviews found that when a child was in need of educational assistance, and parents were not available, or did not engage in the educational assessment process for the child, the social workers requested the Court appoint a designated individual to make those decisions and to participate in the planning and monitoring of the child’s educational goals. Often, these individuals were the child’s current caretaker or a relative with whom the child had an established relationship.

**Quality Improvement Recommendations**

Another outcome of the CFSR process is to note areas for improvement. At the conclusion of the most recent review cycle, the following recommendations were made.

- Review criteria for and oversight of voluntary cases.
- Provide training on the creation and monitoring of formal Safety Plans.
- Examine barriers and the solutions to engaging families in the creation of case plans.

Case reviews are a critical component of the continuous quality improvement process for DFCS. By performing regular case reviews, DFCS will ensure conformity with the federal child welfare requirements; determine what is actually happening to children and families as they are engaged in child welfare services and enhance the county’s ability to improve child welfare services.
A Cross-System Coordinated Report on Key Efforts to Support Child Safety and Well-Being: Proposal to CSFC

The following presents a vision for structuring reporting to CSFC on cross-cutting and key child welfare and juvenile justice goals. Elements critical to active family and youth engagement, safety, and well-being were selected to guide the report where various initiatives are bridged. Progress on Process Goals are discussed in the report, as well as system moderators that may serve to support or present as an obstacle. State, Federal, and other programmatic indicators of relevance are included in the report; marked changes are referenced in the body of the report, as appropriate.

Key Areas of Focus

- COMMUNITY PREVENTION AND EARLY SYSTEM DIVERSION
- DISPROPORTIONALITY AT SYSTEM ENTRY
- CHILD AND FAMILY PRACTICE MODEL (CFPM)
  - Exploration and Family Engagement: exploration with family and family's perspective is central
  - Power of Family: supports family's self-advocacy and speaks out for the family
  - Circle of Support: engages the family's support system and supports shared commitment and accountability
  - Healing Trauma: community partnerships and supports use of culturally sensitive services

Process Goals

- PREVENT AND DIVERT
  - Engage system partners to support families' and youths' wellbeing:
    - Well-Being Community-driven and Diversion Strategies
    - System Organized Practice
    - Wraparound Services for Youth in Probation

Intermediate Goals

- Reduce open cases at entry
- Reduce foster care entries
- Increase relative placements
- Reduce group home placements

Outcome Goals

- Children are Safe with their Primary Caregivers
- Children are Safe while in Foster Care
- Children are Reunified with their families
- Children do not Re-enter Foster Care
- When in foster care, children have stability in their placements (relative and family homes preferred)
- Disproportionality for Latino and African Ancestry children at point of referral is reduced
- Youths referred to tobacco services instead of citation
- Fewer arrests for resisting and obstructing arrest
- Fewer citations for misdemeanors and infractions (all violations)

Strategic Efforts to Reduce Disproportionality at System Entry

- A Partnership across DFCS, Probation, and OCC
- Child and Family Practice Model Including Safety Organized Practice Tools
- Flexible funding to support families
- Strategic Five-year Planning Document directed by the State

System Improvement Plan

- New State legislation that reforms congregate care limits

Continuum of Care Reform (new)

- Cross-system and community collaboration
- Partnership with School Linked Services
- Active communication mechanism with parents and youth to develop strategies together
- Analytic framework to evaluate strategies

ACTIVE AND ONGOING IMPLEMENTATION AND SUPPORT OF CFPM

- CFPM Practice Fidelity
- Supervisors Coach and Support Staff
- Well-Being Survey (Family Voice)
- Child and Family Team Meetings – Tracking child and family Outcomes

EMERGING TOPICS OR PROGRAMS

- Organizational, Leadership, and Competency Drivers
- Staffing
- Alignment with the Court System
- Continuum of Care Reform (new)

• Children are Safe with their Primary Caregivers
• Children are Safe while in Foster Care
• Children are Reunified with their families
• Children do not Re-enter Foster Care
• When in foster care, children have stability in their placements (relative and family homes preferred)
• Disproportionality for Latino and African Ancestry children at point of referral is reduced
• Youths referred to tobacco services instead of citation
• Fewer arrests for resisting and obstructing arrest
• Fewer citations for misdemeanors and infractions (all violations)

FAMILY VOICE

★ Families experience positive connections with their social workers.
★ Families experience being heard.
★ Families experience active involvement in their case plans.

SYSTEM MODERATORS

• Organizational, Leadership, and Competency Drivers
• Staffing
• Alignment with the Court System

Attachment: Attachment A - Cross-Systems ChildYouth Safety and WellBeing Logic Model

Packet Pg. 191

Emerging Topics or Programs

Strategic Five-year Planning Document directed by the State

New State legislation that reforms congregate care limits

Continuum of Care Reform (new)

Cross-system and community collaboration

Partnership with School Linked Services

Active communication mechanism with parents and youth to develop strategies together

Analytic framework to evaluate strategies

CFPM Practice Fidelity

Supervisors Coach and Support Staff

Well-Being Survey (Family Voice)

Child and Family Team Meetings – Tracking child and family Outcomes

草案 11/16/2017
A Retrospective Overview of Probation Efforts to Reduce the Disproportionality of Youth of Color at System Entry
Probation has been an active partner working toward reducing disproportionality of youth of color at system entry.

A collaborative systems approach including:

1. Juvenile Justice Systems Collaboration
   a. Race Equity In Justice Systems Workgroup (REJS)
      i. Use of Prevention and Early Intervention (PEI) Subcommittee (complete)
      ii. Reducing Term on Probation for Youth of Color (complete)
      iii. Discretionary Bench Warrant pilot (complete)
   iv. High Risk Youth
   v. Transfer Hearings
   vi. Use Electronic Monitoring Program

2. Race Equity Through Prevention Workgroup (REP)
Probation has been an active partner working toward reducing disproportionality of youth of color at system entry.

3. Youth Advisory Committee (YAC)
4. Title IVE Well-Being Waiver Steering Committee
5. Juvenile Justice Gender Responsive Taskforce (JJGRTF)
6. Dually-Involved Youth (DIY) Initiative
   a. DIY Under 14 Subcommittee
7. Commercially Sexually Exploited Child (CSEC)
8. Juvenile Domestic/Family Violence Committee
9. Juvenile Court Aligned Action Network (JCAAN)
Use of Prevention and Early Intervention (PEI) Sub-Committee of REJS

- **ISSUE:** Possible disparity in youth who are eligible to receive diversion services.

- **EFFORTS:**
  - Investigated eligibility criteria for Prevention and Early Intervention (PEI) and Direct Referral Program (DRP) and success on PEI and DRP for youth of color.

- **OUTCOMES:**
  - Probation’s redesign of the PEI Unit was informed by a racial equity lens that led to the dissolution of the Direct Referral Program and was substituted by a three-tiered approach to prevention practice.
    - Tier 1: Letter of Acknowledgment and Encouraging Conversations
    - Tier 2: Referrals to Community Service-Learning opportunities
    - Tier 3: Providing behavioral health services through Treatment Focused Services

  **Key Finding:**
  - Recidivism after exit is only three percent for PEI youth who received services (2018).
Reducing Time on Probation for Youth of Color

Sub-Committee of REJS

ISSUE: Youth of color experience longer lengths of time on Probation.

EFFORTS:
- Committee reviewed data and circumstances for probation terms for youth of color longer than 12 months.
- Pilot began in 2018 focused on ensuring equity in length of time on probation.

OUTCOMES:
- Finalized and implemented a streamlined Probation Conditions and agreement form.
- Implemented dismissal guidelines for Probation staff to utilize for consideration of wardship dismissal. Implemented formal Probation Officer Protocol to review for possible dismissal at regular intervals.
- Developed array of services for youth who are dismissed from probation.
- 155 warrants were issued. 30% were discretionary warrants (=46).
- 89% of the discretionary warrants were issued to youth of color.
Discretionary Bench Warrants

Sub-Committee of REJS

ISSUE: Concerns that youth are being detained unnecessarily due to an active warrant, but who did not pose a risk to public safety.

EFFORTS:
- Started a discretionary warrant pilot in 2017 aimed at reducing the number of youth detained due to a bench warrant.

OUTCOMES:
- Under this policy, when issuing a discretionary warrant, the Juvenile Justice Court will indicate whether the youth is eligible for release pending the next scheduled court hearing.
- Almost 20% of youth had their bench warrant cleared/recalled and/or appeared for their initial warrant recall hearing.
Moving forward

- Probation will continue to be an active partner working toward reducing disproportionality of youth of color at system entry.

- Probation will continue to report on efforts and outcomes via these committees, the Public Safety and Justice Committee (PSJ C) and Children, Seniors and Families Committee (CSFC), as needed.
## Attachment C. Detailed timeline across DFCS and Juvenile Probation efforts, as well as other external supports in the community.

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Initiative/Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>The goal of School Linked Services (SLS), which Behavioral Health Services (BHS) launched in 2012, is to address the opportunity gap and help level the playing field for youth burdened by economic, social, and/or a range of other inequities. At the core of the SLS initiative is the intention to provide culturally sensitive and evidence-based behavioral and mental health services using service delivery that promotes prevention and early intervention. Another integral component of the SLS model is the engagement of families in their children’s educational experience.</td>
</tr>
<tr>
<td>Oct 2014</td>
<td>Title IV-E Waiver begins</td>
</tr>
<tr>
<td>2015</td>
<td>In 2015, the Continuum of Care Reform (CCR) was authorized by Assembly Bill 403 as comprehensive reform to ensure that foster youth have an opportunity to grow up in permanent, supportive homes and to become self-sufficient, successful adults. The intent of the law is to increase the number of children placed with resource families; to improve the assessment process to reduce the number of placements for youth; to provide more funding so counties can recruit and train resource families; to transition the group home system to short-term residential treatment programs (STRTP); and create a timeline to phase-in changes and recommendations.</td>
</tr>
<tr>
<td></td>
<td>The Probation Department and the Deferred Entry of Judgment (DEJ) subcommittee felt that a culturally-specific intervention was needed for Black youth and began a pilot partnership with Fresh Lifelines for Youth (FLY) to provide enhanced mentoring and case management services for Black youth on DEJ. The Department then launched the Court Appointed Friend and Advocate Program (CAFA) in September 2015. The CAFA program focuses on providing court advocacy, intensive mentoring and culturally relevant training for the mentors. The subcommittee monitors the implementation of the CAFA Program, data analysis, and future directions.</td>
</tr>
<tr>
<td>2015</td>
<td>In 2016 the DEJ subcommittee determined it to identify appropriate interventions to serve Latino youth. The CAFA program was then expanded to serve Latino youth on DEJ.</td>
</tr>
<tr>
<td>Feb 2016</td>
<td>Inter-Cultural Competency (ICC) Family Voice Workgroup held its first meeting and developed starting goals that will lead to a baseline understanding of how families experience the Child and Family Practice Model (CFPM).</td>
</tr>
<tr>
<td>Jul 2016</td>
<td>In Santa Clara County, CCR is a collaborative effort between DFCS, Probation and BHS. Since July 2016, the three agencies meet weekly to discuss local CCR implementation plans with a shared vision to create a smooth, responsive and coordinated system of care that supports placing youth in permanent nurturing families. DFCS, Probation and BHS worked collaboratively to create and implement a Critical Incident Policy and Procedures.</td>
</tr>
<tr>
<td>Jul 2016</td>
<td>The use of Safety Organized Practice (SOP), which supports the CFPM, particularly the approach to create circles of support to improve safety for children, as well as the use of Structured Decision Making (SDM), effective July 1, 2016 are other means to reduce the rate of maltreatment in foster care. Through CFPM and SOP tools, social workers engage families to address safety and contributing factors, as well as strengthen families’ circles of support. Thereby, one can expect reductions in disproportionate outcomes by race/ethnicity for entry rates and recurrence of maltreatment. The guiding principles that families know best about their needs and that children do better when kept safely with their families serve to ensure that all families that can remain intact or reunified and outside of the child welfare system are appropriately supported.</td>
</tr>
<tr>
<td>Date</td>
<td>Event Description</td>
</tr>
<tr>
<td>-----------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Jul 2016</td>
<td>Expanding the number of slots available through the Differential Response (DR) service providers decreased the service wait time for families served by DFCS. In Fiscal Year (FY) 2016, the DR program stopped receiving funding from First 5 Santa Clara County. Through the use of one-time State funds, services continued to be provided to families. However, these one-time funds were exhausted, leaving the DR program with only half of the funds needed to support the program, creating a waitlist of over 100 families. Increased funding to the DR program allowed DFCS to expand slot capacity to over 90 additional families. DFCS expanded contracts for Unity Care and Gardner in FY17 and sustained that contractual amount into FY18. The DR programs are at least partially responsible for the lower rate of entry into foster care, and subsequently the lower incidence rate of children in foster care. Additional related strategies such as the use of voluntary family maintenance services, which are not Federal or State mandates, also help to stabilize families without an entry into foster care.</td>
</tr>
<tr>
<td>FY 2016</td>
<td>DFCS was awarded $826,887 under the Foster Parent Retention and Recruitment Support Program (FPRRS) to provide additional staffing needs, exceptional needs not covered by caregiver-specific rates, child care for families, relative finding and engagement, and innovative efforts to outreach to potential home-based placements for children. DFCS specifically used the funding for Foster Care Appreciation Day, Foster Retention and Recruitment Outreach. The remaining funding was rolled over into the next fiscal year.</td>
</tr>
<tr>
<td>Sep 2016</td>
<td>The Prevention/Early Intervention (PEI) Legal Education program is a school-based model where youth in identified academic subjects receive a legal education curriculum that teaches youth about the law and the consequences of crime.</td>
</tr>
<tr>
<td>Oct 2016</td>
<td>Through partnership with DFCS managers, supervisors and staff, the Fidelity Assessment (FA) Workgroup restarted FAs in October 2016. An FA is a process designed to measure the extent to which an innovation or defined practice is implemented as intended. For example, the FA process includes tools used to observe and gather data regarding implementation of CFPM. These tools and processes include observation of interactions between a social worker and parent, child, family and/or caretaker and the family’s self-identified system of support. The data from the observations are reviewed at the aggregate level to understand the degree to which one can say that an innovation or practice is being received by families. The process of FAs continues to be supported by an internal DFCS FA Workgroup and the CFPM Implementation Team.</td>
</tr>
<tr>
<td>Nov 2016</td>
<td>Official Launch of Continuum Care Reform in Santa Clara County</td>
</tr>
</tbody>
</table>
**Dec 2016**  
In December 2016, Social Services Agency (SSA) released a Request for Proposal (RFP) to fund and expand prevention and family engagement strategies. Early on, the SLS program was identified as a primary prevention program that could be leveraged to reduce general neglect referrals. By linking families to services when challenges first arise, SLS may decrease unnecessary calls from school staff to the Child Abuse and Neglect Center (CANC) for allegations of general neglect. Since then, DFCS has worked to identify other more targeted prevention supports to families to reduce entry into the child welfare system and, in fact, reduce the need by any mandated reporter to call in a referral to the CANC. These prevention supports are embedded in the community to ensure better connection and partnership with families, and to reduce the over-representation of children of color.

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
</table>
| Dec 2016   | The Cultural Brokers are community-based cultural specialists who facilitate communication and understanding between DFCS social workers and families. The purpose is to improve engagement at the early intervention stages to keep children and families strong; to help break the pattern of disproportionality and outcome disparity; and provide greater opportunity and new avenues for success that may not have been tried before for families and youth involved in the Santa Clara County child welfare system.  
Six communities in Santa Clara County are targeted with ZIP codes of 95111, 95112, 95116, 95122, 95127 from East San Jose and 95020 from the Gilroy area where there are disproportionate rates of child abuse and neglect referrals for children and youth of African Ancestry and Latino families. |
| Jun 2017   | Twelve (12) programs to support SLS schools were recommended for funding. These programs were distributed across the five Supervisorial Districts, including high-risk areas as indicated by local rates of poverty, substance abuse, juvenile arrests, psychological and behavioral health issues, teen motherhood, infants with low birth weight, dropping out of school, and low test scores. |
| Sep 2017   | Public Health Department continues to act as the backbone for the East San Jose PEACE Partnership. This new multi-sector group with resident leadership aims to prevent violence and trauma as well as advance racial and health equity. The creation of a Wellness Fund to invest and sustain violence prevention efforts prioritized by the community is a key innovation. The initial plan including governance, sustainability, communications and a portfolio of interventions will be adopted in September 2017. Support for the backbone, Wellness Fund seed monies and intervention support is provided by the California Accountable Communities for Health Initiative (CACHI) grant through August 2019. |
| Sep 2017   | In the first year of the restart of fidelity assessments (October 2016- September 2017) 48 fidelity assessments were completed (completion rate of 64%).                                                                                                                                              |
| Q1 2018    | The DFCS Prevention Bureau team collaborates, educates, and advocates through community focused programs and policies to prevent maltreatment, entry and re-entry into foster care. The Prevention Bureau’s goal is to create safe, supportive and self-sufficient communities where families and children have access to culturally appropriate services and resources necessary to mitigate the need for child welfare intervention. Prevention is defined holistically, from preventing families from entering into the child welfare system (Primary), preventing families with DFCS monitored involvement from further penetration into the child dependency system (Secondary), and preventing families with DFCS monitored involvement from returning into the system (Tertiary). Broadly, this framework of service delivery is structured to build communities and increase families’ abilities to promote safe, stable, and nurturing environments for their children. |
One of CCR’s most fundamental principles is that child welfare services are most effective when delivered in the context of a child or youth and family centered. The multidisciplinary team, that includes the child and family, all share responsibility to assess, plan, intervene, monitor and refine services over time. The intent is to provide a greater level of continuity across placements and services and increase the voice of the youth and family in the process. Beginning in February 2018, DFCS will offer an Initial Child and Family Team (CFT) Meeting within 60 days of a child coming into foster care. While CCR requires all children and families involved in foster care cases to have experienced a CFT meeting within 60 days of case opening, DFCS has this as a goal for all families with child welfare cases, whether in-home or out-of-home placements, or whether voluntary or court-ordered services.

In partnership with International Children’s Assistance Network (ICAN), DFCS hosted their second meet and greet at the Vietnamese American Community Center. The event brought over a hundred individuals from a cross-sector of the community engaging in discussions specifically around culturally relevant strategies that the Vietnamese community would like to take in effort to develop a greater safety-net for children and families in their community.

Staff Development held nine trainings for DFCS staff on child and family teams and CFT Meetings. A total of 382 DFCS staff were trained, including managers, supervisors, social work coordinators and social workers. The training provided information on the role of CFTs in promoting the vision of CCR and ultimately leading to better outcomes for children, youth and families. The training highlighted that many of the primary components of CFTs have been in practice in Santa Clara County for several years and are tied to the core principles of CFPM.

The Board of Supervisors approved twelve (12) contracts for expanded language access services with contract start dates of July 1, 2018.

As a result of the Race Equity in Justice Systems (REJS) work, a Dismissal Assessment Worksheet (DAW) and Policy were implemented August 6, 2018. The DAW is a tool which was developed through a collaborative process to assist the Deputy Probation Officer to consistently assess the appropriateness of a youth’s dismissal from formal supervision. The Deputy Probation Officer will engage the youth/family and Supervising Probation Officer in intentional discussions regarding progress and planning toward successful dismissal of Probation.

The Joint Foster Youth Task Force presented a set of recommendations at a special meeting of the CSFC. Some of these recommendations align with the vision of DFCS to positively change life-course outcomes for children touched by the foster care system.

DFCS Prevention team hosted a community forum in partnership with SOMOS Mayfair.

The Office of Cultural Competency (OCC) hired a program manager that started in this new role on December 31, 2018 to coordinate and oversee the implementation of the Trauma-Informed and Healing-Centered Framework.

A new contractor was selected for the County and revisions were made to Mandated Reporter Training (MRT) including adding an additional 1.5 hours and information on implicit bias when reporting as well as disproportionality in the system. Spanish MRT is now offered in 2019. Train 3,000 Mandated Reporters in Santa Clara County each year.
<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan 2019</td>
<td>Staff Development and Training launched Santa Clara County’s Learning Lab with the Social Work Academy.</td>
</tr>
<tr>
<td>May 2019</td>
<td>UAP: Extension approval to support pilot sustainability.</td>
</tr>
<tr>
<td>Sep 2019</td>
<td>Title IV-E Waiver ends, transitions to Family First Prevention Services Act</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>The Parent Cafés are designed as a method to engage parents and caregivers in building and learning about protective factors, developing leadership skills and ultimately creating healthy and meaningful connections with their children, while building safer and more connected communities. Each Parent Café consists of a series of monthly meetings centered around dyad and small-group table discussions where parents and other family members converse about issues important to keeping their families strong and their children safe. Through individual deep self-reflection and peer to peer learning, participants explore their strengths, learn about the protective factors, and create strategies from their own wisdom and experiences to help strengthen their families. Parents and caregivers will learn about a framework called the Strengthening Families™ Protective Factors, which are intended to increase family stability, enhance child developments and reduce child abuse and neglect. Offered in East San Jose/Gilroy in Spanish, Vietnamese and English for 500 families.</td>
</tr>
</tbody>
</table>
Notice to the Public

Please be advised that Supervisors Dave Cortese and Cindy Chavez preside over both the Children, Seniors, and Families Committee (CSFC) and the Finance and Government Operations Committee (FGOC), and constitute a quorum of both Committees.

This meeting was therefore noticed as both a CSFC and FGOC meeting. However, this meeting focused on items under the purview of the Children, Seniors, and Families Committee.

Opening

1. Call to Order.

Chairperson Chavez called the meeting to order at 9:05 a.m. A quorum was present.

<table>
<thead>
<tr>
<th>Attendee Name</th>
<th>Title</th>
<th>Status</th>
<th>Arrived</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cindy Chavez</td>
<td>Chairperson</td>
<td>Present</td>
<td></td>
</tr>
<tr>
<td>Dave Cortese</td>
<td>Vice Chairperson</td>
<td>Present</td>
<td></td>
</tr>
</tbody>
</table>

2. Public Comment.

One individual addressed the Committee.

Special Hearing on Foster Care

3. Receive report from Social Services Agency and the Office of Cultural Competency relating to the Cross-Agency Service Team report regarding key efforts. (ID# 98758)

3 RESULT: RECEIVED

4. Receive report from Social Services Agency, Department of Family and Children’s Services, relating to timely medical and dental examinations for children in Santa Clara County's child welfare system. (ID# 98170)
Chairperson Chavez requested that Administration report to the Committee on date uncertain relating to current barriers to children receiving timely medical and dental examinations, and strategies to overcome those barriers.

She further requested that Administration contact the County of Los Angeles for information relating to successful outcomes regarding addressing children in crisis, including merging the availability of services, types of insurance available, medical decisions and waivers, and best practices; and, requested that Administration contact the Healthier Kids Foundation relating to the number of pediatric doctors available to provide services to children.

4 RESULT: RECEIVED

5. Receive report from the Social Services Agency relating to the County of Santa Clara Intern and Earn Program year-round internship for youth known as the Learn, Earn, and Progress program. (ID# 98352)

Chairperson Chavez requested that Administration solicit feedback from interns participating in the program relating to whether they have made meaningful relationships and connections that will be beneficial in the future, whether they are aware that they are welcome to participate again in the program, whether they understand that they may ask for future references and letters of recommendation, and whether the programs allow employers to recommend interns for future employment.

Vice Chairperson Cortese requested that Administration notify Supervisorial District Offices Two and Three in the event that additional communication and support from Supervisors is necessary for the expansion of programs with local organizations.

5 RESULT: RECEIVED


Chairperson Chavez requested that Administration report to the Board of Supervisors in January 2020 relating to protocols and mechanisms that will be utilized for the deployment of programs formed through a partnership between the Social Services Agency, the Department of Family and Children's Services (DFCS), and the Santa Clara County Kinship, Adoptive and Foster Parent Association (KAFPA); feedback from KAFPA, social workers, and foster parents regarding outcomes and successes of the programs, and strategies to balance the recommendations between social workers and transition coordinators; and, progress regarding improving the transparency of the DFCS website.

6 RESULT: RECEIVED
7. **Receive report from Social Services Agency, Department of Family and Children’s Services, relating to Joint Foster Youth Task Force recommendation relating to a partnership with the Child Abuse and Neglect Center and non-profit agencies to provide immediate and warm hand-offs for families in need.** (ID# 98926)

Chairperson Chavez requested that Administration report to the Committee within ninety days relating to strategies gathered from programs in other jurisdictions regarding prevention and intervention strategies for preventing children from entering the foster program, including data trends that allow earlier response efforts, and recommendations that DFCS and the Child Abuse and Neglect Center (CANC) may implement to better serve families in need.

**7 RESULT: RECEIVED**

8. **Receive report from the Social Services Agency relating to the Cross-Agency Service Team and an update regarding Joint Foster Youth Task Force recommendations.** (ID# 98417)

One individual addressed the Committee.

Chairperson Chavez requested that Destination: Home provide a copy of the Youth Homelessness Demonstration Program grant by the Housing and Urban Development program to the Committee on date uncertain, to reference for future opportunities to apply for State funding for housing.

Chairperson Chavez requested that Administration draft language for possible future ballot tax measures relating to flexible funding for housing needs of people that do not qualify for Measure A Bond funding.

Chairperson Chavez requested that Administration report to the Committee in January 2020 relating to the length of time required to assign a CANC social worker to triage calls; detailed mechanisms utilized for triaging CANC calls; and, coordinate with the Technology Services and Solutions Department to prioritize the development of the DFCS Resource Family Approval website.

Chairperson Chavez requested that Administration develop and structure a health passport for foster youth and resource families in a manner that allows them to retain access to their records, even if they are no longer part of the County foster system.

Chairperson Chavez requested that Administration contact the Facilities and Fleet Department relating to the contracting of the public relations consultant recently in charge of organizing community outreach sessions at Reid-Hillview Airport.

Chairperson Chavez requested that Administration communicate with Youth Science Institute and the San Jose Giants in December 2019 or January 2020 to consider funding local organizations to create Summer youth programming for boys and girls grades seven through ten, and report to the Committee if the request is not feasible for Summer 2020.
Chairperson Chavez requested that Administration provide an off-agenda report to the Committee on date uncertain relating to the scope of the foster care cost analysis, and collaborate with Greta Hansen, Assistant County Counsel, and other leaders of the Homeless Management Information System study, for review of the scope.

Chairperson Chavez requested that Administration report to the Committee with options for consideration relating to forming a central family finding team responsive across agencies; and, assign a Deputy County Executive to expedite the progress and the efforts of the Cross-Agency Service Team.

Chairperson Chavez requested that Administration ensure that family finding processes and systems effort are conducted by County departments.

8 RESULT: RECEIVED

Adjourn

9. Adjourn. The next meeting of the Children, Seniors, and Families Committee that focuses on items under the purview of the Children, Seniors, and Families Committee is a special meeting on Wednesday, November 20, 2019 at 5:00 p.m. in the Board of Supervisors' Chambers, County Government Center, 70 West Hedding Street, San Jose.

Chairperson Chavez adjourned the meeting at 11:47 a.m.

Respectfully submitted,

Frank Soriano
Deputy Clerk
Notice to the Public

Please be advised that Supervisors Dave Cortese and Cindy Chavez preside over both the Children, Seniors, and Families Committee (CSFC) and the Finance and Government Operations Committee (FGOC), and constitute a quorum of both Committees.

This meeting was therefore noticed as both a CSFC and FGOC meeting. However, this meeting focused on items under the purview of the Children, Seniors, and Families Committee.

Opening

1. Call to Order.

Chairperson Chavez called the meeting to order at 5:05 p.m. A quorum was not present until Vice Chairperson Cortese took his seat at 5:21 p.m. during Item No. 2

<table>
<thead>
<tr>
<th>Attendee Name</th>
<th>Title</th>
<th>Status</th>
<th>Arrived</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cindy Chavez</td>
<td>Chairperson</td>
<td>Present</td>
<td></td>
</tr>
<tr>
<td>Dave Cortese</td>
<td>Vice Chairperson</td>
<td>Late</td>
<td>5:21 PM</td>
</tr>
</tbody>
</table>

Special Hearing on Child Sexual Abuse

2. Special hearing on child sexual abuse. (ID# 99457)

   a. Panel discussion relating to recommendations regarding the county-wide child sexual abuse response, data and services provided to the victims and their families.

   Scheduled panelists:
   - Dr. Marlene Sturm, M.D., Medical Director, and Mary Ritter, Physician Assistant, Center for Child Protection, Valley Medical Center
   - Brian Anderson, Lieutenant, San José Police Department
   - Terry Harman, Assistant District Attorney, and James Gibbons-Shapiro, Assistant District Attorney, County of Santa Clara
b. Panel discussion relating to recommendations regarding current child sexual abuse reporting practices and barriers to reporting and accessing services.

Scheduled panelists:

- Jennifer Kelleher Cloyd, Chief Program Officer, Law Foundation of Silicon Valley, and Co-Chairperson, Santa Clara County Child Abuse Prevention Council Child Sexual Abuse Prevention Task Force
- Daniel Little, Assistant Director, Department of Family and Children’s Services
- Erica Elliot, Sexual Assault and Prevention Program Manager, Community Solutions

Vice Chairperson Cortese took his seat at 5:21 p.m.

Dr. Marlene Sturm, M.D., Medical Director, Valley Medical Center, and Mary Ritter, Physician Assistant, Valley Medical Center, provided information relating to background, process, statistics, trends, and recommendations regarding pediatric sexual assault response team evaluations of child sexual abuse.

Brian Anderson, Lieutenant, San Jose Police Department (SJPD), provided information relating to statistics, emerging trends and risk factors, and recommendations relating to efforts by SJPD to address sexual assault investigations.

Terry Harman, Assistant District Attorney, and James Gibbons-Shapiro, Assistant District Attorney, provided information relating to statistics, trends, process, challenges, and recommendations relating to prosecuting child sexual assault cases; and, progress updates regarding the renovation of a site at O’Connor Hospital to house the Child Advocacy Center.

Daniel Little, Assistant Director, Department of Family and Children's Services (DFCS), provided information relating to services offered, substantiated sexual abuse reports, and recommendations regarding removing barriers to reporting child sexual abuse and accessibility of services to victims.

Cynthia Melchor, Community Support Manager, and Andrew Rivadeneyra, Counseling and Therapy Coordinator, YWCA, provided information relating to roles, statistics, emerging trends, risk factors, and recommendations regarding improving sexual assault advocacy.

Jennifer Kelleher Cloyd, Chief Program Officer, Law Foundation of Silicon Valley, and Co-Chairperson, Santa Clara County Child Abuse Prevention Council Child Sexual Abuse Prevention Task Force, provided information relating to the formation, process,
and strategy of the Task Force, including recommendations regarding improving Countywide childhood sexual abuse prevention and response efforts.

Mr. Little provided information relating to law enforcement and DFCS protocol, caller screening process, referral and service opportunities, and recommendations regarding improving response efforts using the Child Advocacy Center model.

Erica Elliot, Sexual Assault and Prevention Program Manager, Community Solutions, provided information relating to impacts, consequences, legislative developments, and recommendations regarding reducing delayed child sexual abuse reporting and improving prevention efforts.

2 RESULT: RECEIVED

3. Public Comment.

Seventeen individuals addressed the Committee.

4. Discussion relating to next steps.

Discussion ensued relating to improving cross-agency collaborations for the collection, assessment, and sharing of data regarding child sexual abuse; increasing cultural competency, educational and awareness campaigns, and department-wide training regarding child sexual abuse prevention and treatment; and, expanding funding, resources, and outreach to victims and families affected by child sexual abuse.

Vice Chairperson Cortese requested that Administration provide an off-agenda report to the Committee on date uncertain relating to substantiated and unsubstantiated reports of child sexual abuse, and whether the data presented displays the incidence of youth victimization where it is occurring or where it is reported. He further expressed concern relating to improving basic navigation through cross-agency system of care for victims.

Chairperson Chavez stated that a hearing relating to prevention will be scheduled in January or February 2020, and that recommendations regarding child sexual abuse issues will be reviewed by the Committee and Administration in January 2020, and subsequently forwarded to the Board of Supervisors for approval.
5. Adjourn. The next regular meeting of the Children, Seniors, and Families Committee that focuses on items under the purview of the Children, Seniors, and Families Committee is on Monday, November 25, 2019 at 2:00 p.m. in the Board of Supervisors' Chambers, County Government Center, 70 West Hedding Street, San Jose.

Chairperson Chavez adjourned the meeting at 7:13 p.m.

Respectfully submitted,

Frank Soriano
Deputy Clerk
County of Santa Clara  
Children, Seniors, and Families Committee/Finance and Government Operations Committee  
Supervisor Cindy Chavez, Chairperson. Supervisor Dave Cortese, Vice Chairperson.  
County Government Center – 70 West Hedding Street, 1st Floor  
San Jose, CA 95110  Phone (408) 299-5075  

DATE: December 20, 2019, Regular Meeting  
TIME: 10:00 AM  
PLACE: Board of Supervisors' Chambers  

MINUTES

Notice to the Public

Please be advised that Supervisors Dave Cortese and Cindy Chavez preside over both the Children, Seniors, and Families Committee (CSFC) and the Finance and Government Operations Committee (FGOC), and constitute a quorum of both Committees.

This meeting was therefore noticed as both a CSFC and FGOC meeting. However, this meeting focused on items under the purview of the Children, Seniors, and Families Committee.

Opening

1. Call to Order.

Chairperson Chavez called the meeting to order at 10:05 a.m. A quorum was present.

<table>
<thead>
<tr>
<th>Attendee Name</th>
<th>Title</th>
<th>Status</th>
<th>Arrived</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cindy Chavez</td>
<td>Chairperson</td>
<td>Present</td>
<td></td>
</tr>
<tr>
<td>Dave Cortese</td>
<td>Vice Chairperson</td>
<td>Present</td>
<td></td>
</tr>
</tbody>
</table>

2. Public Comment.

No public comments were received.

3. Approve Consent Calendar and changes to the Committee's Agenda.

Item Nos. 4, 5, 6, 7, 8, 10, 11, and 12 were added to the Consent Calendar.

Chairperson Chavez requested that Administration and County Counsel report to the Committee on date uncertain relating to options for creating a subcommittee, without creating an entire new committee, to review legislative policies prior to subsequent forwarding to the Board of Supervisors for further discussion; and, requested that the legislative review committee have its own standing item on the Finance and Government Operations Committee agenda.
3 RESULT: APPROVED AS AMENDED [UNANIMOUS]
MOVER: Dave Cortese, Vice Chairperson
SECONDER: Cindy Chavez, Chairperson
AYES: Chavez, Cortese

Regular Agenda - Items for Discussion

4. Receive report from the Office of the County Executive relating to proposed 2020 Legislative Policies: Children, Seniors, and Families Chapter. (ID# 99747)
   Added to the Consent Calendar at the request of Chairperson Chavez.

   4 RESULT: RECEIVED

5. Receive report from the Office of the Clerk of the Board relating to proposed amendments to the Human Rights Commission bylaws, and forward to the Board of Supervisors for consideration. (ID# 99635)
   Added to the Consent Calendar at the request of Chairperson Chavez.

   5 RESULT: FORWARDED [UNANIMOUS]
   MOVER: Dave Cortese, Vice Chairperson
   SECONDER: Cindy Chavez, Chairperson
   AYES: Chavez, Cortese

6. Receive report from the Clerk of the Board of Supervisors relating to recommendation from the Human Rights Commission for a resolution affirming the County's commitment to asylum-seeking residents and condemning the Federal government's administrative decision undermining asylum protection for survivors of domestic violence, and forward to the Board of Supervisors for consideration. (ID# 99612)
   Added to the Consent Calendar at the request of Chairperson Chavez.

   6 RESULT: FORWARDED [UNANIMOUS]
   MOVER: Dave Cortese, Vice Chairperson
   SECONDER: Cindy Chavez, Chairperson
   AYES: Chavez, Cortese

7. Receive report from the Division of Equity and Social Justice relating to Family Friendly Workplace Awards. (ID# 99740)
   Added to the Consent Calendar at the request of Chairperson Chavez.

   7 RESULT: RECEIVED

8. Receive report from Probation Department relating to the Neighborhood Safety/Services Unit. (ID# 99553)
   Added to the Consent Calendar at the request of Chairperson Chavez.
8 RESULT: RECEIVED

9. Receive report from the Behavioral Health Services Department relating to school-based mental health resources for youth at all school districts in Santa Clara County. (Referral from October 22, 2019 Board of Supervisors meeting, Item No. 12) (Behavioral Health Services Department) (ID# 99322)

One individual addressed the Committee.

Chairperson Chavez requested that Administration report to the Committee on date uncertain relating to a current list of relationships and options to improve partnerships with school districts, including maintaining whole relationships with schools instead of individual departments to better coordinate services provided, and consider providing expansion of services for schools, including nurses and librarians.

Vice Chairperson Chavez requested that Administration and County Counsel provide an off-agenda report to the Committee on date uncertain relating to cost analysis, data management, and legal implications of acquiring DataZone from the County Office of Education in an effort to partner with all thirty-two school districts in the County.

9 RESULT: RECEIVED [UNANIMOUS]
MOVER: Dave Cortese, Vice Chairperson
SECONDER: Cindy Chavez, Chairperson
AYES: Chavez, Cortese

10. Receive annual report from YMCA of Silicon Valley relating to Project Cornerstone. (ID# 99798)

Added to the Consent Calendar at the request of Chairperson Chavez.

10 RESULT: RECEIVED


Added to the Consent Calendar at the request of Chairperson Chavez.

11 RESULT: RECEIVED

12. Receive report from the Behavioral Health Services Department relating to the Fiscal Year 2019 Older Adult Summit Annual Report. (ID# 99034)

Added to the Consent Calendar at the request of Chairperson Chavez.

12 RESULT: RECEIVED

13. Receive report from Social Services Agency, Department of Aging and Adult Services, relating to the Special Hearing on Older Adult Issues. (ID# 99639)
Taken out of order after Item No. 16.

One individual addressed the Committee.

Chairperson Chavez stated that the Committee will forward a referral in the first quarter of 2020 to the Board of Supervisors relating to recommendations from the special hearing on older adult issues.

13 RESULT: RECEIVED [UNANIMOUS]
MOVER: Dave Cortese, Vice Chairperson
SECONDER: Cindy Chavez, Chairperson
AYES: Chavez, Cortese

14. Receive annual report from the Social Services Agency, Department of Aging and Adult Services, relating to the Senior Nutrition Program. (ID# 98174)

Chairperson Chavez requested that Administration send a representative involved with the Senior Nutrition Program to a future VTA meeting to discuss bus route changes, decreased attendance at community centers, and lower participation of senior residents in the Meals on Wheels Program; and, consider options to prioritize senior citizens in programs that offer low-cost used electric vehicles.

14 RESULT: RECEIVED

15. Receive report from Social Services Agency relating to InPlay. (ID# 99614)

15 RESULT: RECEIVED

16. Receive report from the Social Services Agency, Department of Family and Children’s Services, and the Probation Department relating to the Dually Involved Youth Initiative. (ID# 99642)

Taken out of order after Item No. 9.

16 RESULT: RECEIVED

17. Receive report from the Behavioral Health Services Department relating to the School Linked Services Implementation Plan. (ID# 99290)

Taken out of order after Item No. 15.

17 RESULT: RECEIVED

18. Receive report from the Social Services Agency, Department of Family and Children's Services, relating to the Transition Age Youth Annual Report for Fiscal Year 2018-2019. (ID# 99685)

Chairperson Chavez requested that Administration strategize internally to determine benefits of hearing from youth about their experiences in foster care and identify areas of opportunities within the programs.
18 RESULT: RECEIVED

19. Receive quarterly report from the Social Services Agency, Department of Family and Children’s Services, relating to the Receiving, Assessment, and Intake Center.

19 RESULT: RECEIVED

20. Receive verbal report from Director, Social Services Agency.

Robert Menicocci, Director, Social Services Agency, reported that the Families First Transition Act is additional legislation to the Families First Act, providing bridge funding for transitions from expiring Title IV-E waivers, additional time to plan for the process, and improvements to original legislation by expanding criteria for implementing evidence-based practice programs.

20 RESULT: RECEIVED

21. Receive verbal report from Director, Department of Child Support Services.

Ignacio Guerrero, Director, Department of Child Support Services (DCSS), reported that the California Department of Child Support Services evaluated DCSS for Federal key performance measures in comparison to other county child support agencies, ranked DCSS at 24th place in November 2019, and stated that the County is now the highest performing large county child support agency in California.

21 RESULT: RECEIVED

Consent Calendar

22. Approve calendar year 2020 Committee meeting schedule. (ID# 99715)

22 RESULT: APPROVED [UNANIMOUS]
MOVER: Dave Cortese, Vice Chairperson
SECONDER: Cindy Chavez, Chairperson
AYES: Chavez, Cortese

23. Approve calendar year 2020 Committee Work Plan. (ID# 99714)

23 RESULT: APPROVED [UNANIMOUS]
MOVER: Dave Cortese, Vice Chairperson
SECONDER: Cindy Chavez, Chairperson
AYES: Chavez, Cortese
Adjourn

24. Adjourn. The next regular meeting of the Children, Seniors, and Families Committee is on January 9, 2020, at 2:00 p.m. in the Board of Supervisors' Chambers, County Government Center, 70 West Hedding Street, San Jose.

Chairperson Chavez adjourned the meeting at 12:22 p.m.

Respectfully submitted,

Frank Soriano
Deputy Clerk
DATE: January 9, 2020, Regular Meeting  
TIME: 2:00 PM  
PLACE: Board of Supervisors' Chambers

MINUTES

Notice to the Public

Please be advised that Supervisors Dave Cortese and Cindy Chavez preside over both the Children, Seniors, and Families Committee (CSFC) and the Finance and Government Operations Committee (FGOC), and constitute a quorum of both Committees.

This meeting was therefore noticed as both a CSFC and FGOC meeting. However, this meeting focused on items under the purview of the Children, Seniors, and Families Committee.

Opening

1. Call to Order.

   Chairperson Chavez called the meeting to order at 2:05 p.m. A quorum was present.

<table>
<thead>
<tr>
<th>Attendee Name</th>
<th>Title</th>
<th>Status</th>
<th>Arrived</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cindy Chavez</td>
<td>Chairperson</td>
<td>Present</td>
<td></td>
</tr>
<tr>
<td>Dave Cortese</td>
<td>Vice Chairperson</td>
<td>Present</td>
<td></td>
</tr>
</tbody>
</table>

2. Public Comment. (ID# 99968)

   One individual addressed the Committee.

3. Approve Consent Calendar and changes to the Committee's Agenda.

   3 RESULT: APPROVED [UNANIMOUS]
   MOVER: Dave Cortese, Vice Chairperson
   SECONDER: Cindy Chavez, Chairperson
   AYES: Chavez, Cortese
4. Receive report from the Office of Gender-Based Violence Prevention relating to sexual assault process mapping and time study. (Referral from April 15, 2019, Item No. 2) (ID# 98862)

<table>
<thead>
<tr>
<th>RESULT:</th>
<th>RECEIVED [UNANIMOUS]</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOVER:</td>
<td>Dave Cortese, Vice Chairperson</td>
</tr>
<tr>
<td>SECONDER:</td>
<td>Cindy Chavez, Chairperson</td>
</tr>
<tr>
<td>AYES:</td>
<td>Chavez, Cortese</td>
</tr>
</tbody>
</table>

5. Receive report from Social Services Agency, Department of Family and Children’s Services, on improved communication processes between the Department of Family and Children’s Services, resource parents, and community partners. (Referral from October 31, 2019, Item No. 6) (ID# 99868)

Chairperson Chavez requested that Administration report to the Committee in the fourth quarter of calendar year 2020 relating to the efficacy of improved communication processes, whether protocols are adopted, where marked differences can and cannot be identified in the implementation process, and whether using third-party organizations for assistance in certain activities is useful.

| RESULT: | RECEIVED |

6. Receive report from the Social Services Agency, Department of Family and Children’s Services, relating to the Child Abuse and Neglect Center. (Referral from October 31, 2019, Item Nos. 4 and 7) (ID# 99926)

Chairperson Chavez requested that Administration report to the Committee in February 2020 relating to a timeline and work plan modeled after Orange County's Neighbor to Neighbor model, including the County's plan for finding families before they are formally entered into the system, and methods used to find families; use of culturally-competent nonprofit organization partners; increased support for case managers to support overwhelmed social workers in an effort to provide a continuity of services for children; and, consent agreements necessary to improve user access.

| RESULT: | RECEIVED |


Vice Chairperson Cortese requested that Administration provide a history of disproportionality studies conducted over the last ten years.

| RESULT: | RECEIVED |
8. Receive report from Social Services Agency, Department of Aging and Adult Services, relating to In-Home Supportive Services staffing recommendations. (ID# 99863)

Three individuals addressed the Committee.

Chairperson Chavez requested that County Counsel report to the Board of Supervisors at the next Closed Session relating to staffing ratio and requests, timeline of last staffing increase, total number of members of the communities receiving services, grievances, and mediation.

Chairperson Chavez requested that Administration provide information relating to percentage of duplicated cases that makes up the In-Home Supportive Services program growth for Fiscal Year 2019-2020.

**8 RESULT:** RECEIVED

9. Receive verbal report from Director, Social Services Agency.

Debra Porchia-Usher, Deputy Director, Social Services Agency, announced the hiring of Wendy Kinnear, Assistant Director, Department of Child Support Services, and Mary Ann Warren, Director, Department of Aging and Adult Services.

**9 RESULT:** RECEIVED

10. Receive verbal report from Director, Department of Child Support Services.

Regina Martin, Assistant Director, Department of Child Support Services, provided information relating to Assembly Bill 2684 regarding changes to procedures and requirements for voluntary declaration of parentage and paternity; and, reported that Ignacio Guerrero, Director, Department of Child Support Services, was appointed to serve on a committee overseeing a pilot program relating to remote court reporting.

**10 RESULT:** RECEIVED

---

**Consent Calendar**

11. Approve minutes of the December 3, 2019 Regular Meeting.

**11 RESULT:** APPROVED [UNANIMOUS]

**MOVER:** Dave Cortese, Vice Chairperson
**SECONDER:** Cindy Chavez, Chairperson
**AYES:** Chavez, Cortese
Adjourn

12. Adjourn. The next regular meeting of the Children, Seniors, and Families Committee that focuses on items under the purview of the Children, Seniors, and Families Committee is on Thursday, February 13, 2020, at 2:00 p.m. in the Board of Supervisors' Chambers, County Government Center, 70 West Hedding Street, San Jose.

Chairperson Chavez adjourned the meeting at 3:46 p.m.

Respectfully submitted,

Frank Soriano
Deputy Clerk