



Department of Justice
Office of Justice Programs
**Office of Juvenile Justice and
Delinquency Prevention**

Grant

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1. RECIPIENT NAME AND ADDRESS (Including Zip Code) Vista Community Clinic 1000 Vale Terrace Vista, CA 92084-5218		4. AWARD NUMBER: 2009-JU-FX-0010	
		5. PROJECT PERIOD: FROM 10/01/2009 TO 09/30/2012 BUDGET PERIOD: FROM 10/01/2009 TO 09/30/2012	
		6. AWARD DATE 09/18/2009	7. ACTION
1A. GRANTEE IRS/VENDOR NO. 952815635		8. SUPPLEMENT NUMBER 00	Initial
		9. PREVIOUS AWARD AMOUNT \$ 0	
3. PROJECT TITLE Project REACH Gang Mentoring		10. AMOUNT OF THIS AWARD \$ 500,000	
		11. TOTAL AWARD \$ 500,000	
12. SPECIAL CONDITIONS THE ABOVE GRANT PROJECT IS APPROVED SUBJECT TO SUCH CONDITIONS OR LIMITATIONS AS ARE SET FORTH ON THE ATTACHED PAGE(S).			
13. STATUTORY AUTHORITY FOR GRANT This project is supported under FY09(OJJDP Mentoring) Pub. L. 111-8			
15. METHOD OF PAYMENT PAPRS			
AGENCY APPROVAL		GRANTEE ACCEPTANCE	
16. TYPED NAME AND TITLE OF APPROVING OFFICIAL Mary Lou Leary Acting Assistant Attorney General		18. TYPED NAME AND TITLE OF AUTHORIZED GRANTEE OFFICIAL Barbara Mannino Chief Executive Officer	
17. SIGNATURE OF APPROVING OFFICIAL <i>Mary Lou Leary</i>		19. SIGNATURE OF AUTHORIZED RECIPIENT OFFICIAL <i>Barbara Mannino</i>	19A. DATE 9/29/09
AGENCY USE ONLY			
20. ACCOUNTING CLASSIFICATION CODES		21. HUTGT0600	
FISCAL YEAR	FUND CODE	BUD. ACT.	DIV. OFC.
X	F	JU	70
			00
			00
			500000

OJP FORM 4000/2 (REV. 5-87) PREVIOUS EDITIONS ARE OBSOLETE.

OJP FORM 4000/2 (REV. 4-88)



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**Office of Juvenile Justice and
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**AWARD CONTINUATION
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PROJECT NUMBER 2009-JU-FX-0010

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SPECIAL CONDITIONS

1. The recipient agrees to comply with the financial and administrative requirements set forth in the current edition of the Office of Justice Programs (OJP) Financial Guide.
2. The recipient acknowledges that failure to submit an acceptable Equal Employment Opportunity Plan (if recipient is required to submit one pursuant to 28 C.F.R. Section 42.302), that is approved by the Office for Civil Rights, is a violation of its Certified Assurances and may result in suspension or termination of funding, until such time as the recipient is in compliance.
3. The recipient agrees to comply with the organizational audit requirements of OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations, and further understands and agrees that funds may be withheld, or other related requirements may be imposed, if outstanding audit issues (if any) from OMB Circular A-133 audits (and any other audits of OJP grant funds) are not satisfactorily and promptly addressed, as further described in the current edition of the OJP Financial Guide, Chapter 19.
4. Recipient understands and agrees that it cannot use any federal funds, either directly or indirectly, in support of the enactment, repeal, modification or adoption of any law, regulation or policy, at any level of government, without the express prior written approval of OJP.
5. The recipient must promptly refer to the DOJ OIG any credible evidence that a principal, employee, agent, contractor, subgrantee, subcontractor, or other person has either 1) submitted a false claim for grant funds under the False Claims Act; or 2) committed a criminal or civil violation of laws pertaining to fraud, conflict of interest, bribery, gratuity, or similar misconduct involving grant funds. This condition also applies to any subrecipients. Potential fraud, waste, abuse, or misconduct should be reported to the OIG by -

mail:

Office of the Inspector General
U.S. Department of Justice
Investigations Division
950 Pennsylvania Avenue, N.W.
Room 4706
Washington, DC 20530

e-mail: oig.hotline@usdoj.gov

hotline: (contact information in English and Spanish): (800) 869-4499

or hotline fax: (202) 616-9881

Additional information is available from the DOJ OIG website at www.usdoj.gov/oig.

6. The recipient shall submit semiannual progress reports. Progress reports shall be submitted within 30 days after the end of the reporting periods, which are June 30 and December 31, for the life of the award. These reports will be submitted to the Office of Justice Programs, on line-through the Internet at <https://grants.ojp.usdoj.gov/>.



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SPECIAL CONDITIONS

7. The recipient agrees to submit quarterly financial status reports to OJP. At present, these reports are to be submitted on-line (at <https://grants.ojp.usdoj.gov>) using Standard Form SF 269A, not later than 45 days after the end of each calendar quarter. The recipient understands that after October 15, 2009, OJP will discontinue its use of the SF 269A, and will require award recipients to submit quarterly financial status reports within 30 days after the end of each calendar quarter, using the government-wide Standard Form 425 Federal Financial Report form (available for viewing at www.whitehouse.gov/omb/grants/standard_forms/ffr.pdf). Beginning with the report for the fourth calendar quarter of 2009 (and continuing thereafter), the recipient agrees that it will submit quarterly financial status reports to OJP on-line (at <https://grants.ojp.usdoj.gov>) using the SF 425 Federal Financial Report form, not later than 30 days after the end of each calendar quarter. The final report shall be submitted not later than 90 days following the end of the grant period.
8. The recipient agrees to report data on the grantee's OJJDP-approved performance measures as part of the semi-annual categorical progress report. This data will be submitted on line at OJJDP's Performance Measures website (<http://ojjdp.ncjrs.gov/grantees/pm/index.html>) by July 31 and January 31 each year for the duration of the award. Once data entry is complete, the grantee will be able to create and download a "Performance Measures Data Report." This document is to be included as an attachment to the grantee's narrative categorical assistance progress report submitted in GMS for each reporting period.
9. Any deviation from the timeline provided in the application or revised grant program implementation plan must receive prior approval from OJJDP.
10. As a condition of receiving grant funds, the grantee certifies that it has appropriate criminal background screening procedures in place, to the extent permitted by state, local, and federal law, to evaluate any employee, contractor, or volunteer working under this grant who is expected to have direct substantial contact with minor children. Direct substantial contact is defined as contact that is regular, continuous, and personal in nature.
11. The recipient may not obligate, expend or draw down funds until the Office of the Chief Financial Officer (OCFO) has approved the budget and budget narrative and a Grant Adjustment Notice (GAN) has been issued to remove this special condition.
12. No portion of these federal grant funds shall be used towards any part of the annual cash compensation of any employee of the grantee whose total annual cash compensation exceeds 110% of the maximum salary payable to a member of the Federal government's Senior Executive Service at an agency with a Certified SES Performance Appraisal System for that year.

This prohibition may be waived on an individual basis at the discretion of the Assistant Attorney General for OJP.
13. The recipient agrees expeditiously to obtain active registration with the Central Contractor Registration (CCR) database, and to notify the program office in writing of its registration. Following satisfaction of this requirement, a Grant Adjustment Notice will be issued to remove this special condition.

OCEANSIDE GANG REDUCTION, INTERVENTION AND PREVENTION PROGRAM

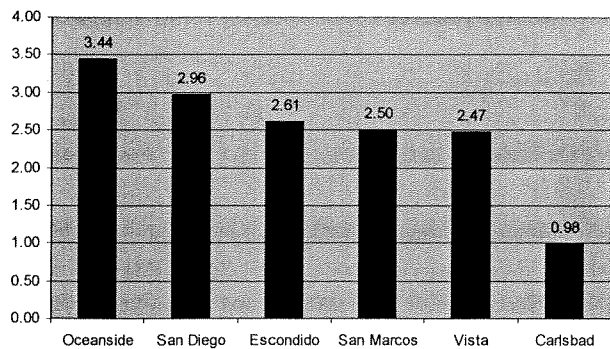
Statement of Need

Within three and one-half years, two Oceanside police officers were killed in gang - related crimes. In June 2003, Officer Tony Zeppetella was shot and killed by a documented gang member during a traffic stop. In December 2006, Officer Dan Bessant was shot and killed while responding to assist a fellow officer at a routine traffic stop in a neighborhood with a strong gang presence. Three juveniles, members of that neighborhood's gang, were arrested. At trial, the prosecution argued that the juveniles shot Officer Bessant in retaliation for increased police pressure on their gang and to gain increased status in their gang.¹ One of the young men, now 18, was found guilty of murder with special circumstances (lying in wait) and faces life in prison. A second young man, now an adult, still awaits trial. No other law enforcement agency in San Diego County, regardless of size, has had two officers killed in gang-related crime in recent history.

Oceanside Police Department (OPD) reports that from January 1, 2006 to November 19, 2008, there have been 17 homicides. From January 2005 to October 2008, residents of Oceanside have been victimized by 164 gang related violent crimes, 47 of which involved shooting. Despite an overall decrease of violent crimes over the past four years, gang related crime remains at the same level. The Annualized FBI Index Violent Crime Rates, as reported in a mid-year report in October 2008, shows Oceanside (4.40) still well above San Diego County (3.90 per 1,000 residents), despite a 17% decrease in violent crimes from the same time period in 2007. Rates for gang-related homicides in Oceanside over the past five years are: 2004 - 3 homicides; 2005 - 3 homicides; 2006 - 1 homicide; 2007 - 0 homicides; 2008 – 1 homicide year to date.

¹ "Jury Begins Deliberations in Shooting Death of Oceanside Cop," North County Times, Nov. 5, 2008

City of Oceanside Gang Reduction, Intervention and Prevention Program



OPD has documented approximately 600 gang members and 400 gang affiliates belonging to 13 gangs. Most of the gangs are generally organized along racial characteristics or background: Hispanic (3), black (6), Samoan (2) and mixed race (2).

The larger gangs are multi-generational and territorial, putting youth living within neighborhoods where they operate at extremely high risk of gang involvement. Compared to the four North County neighboring cities and the City of San Diego, Oceanside has the largest per capita gang population² with 3.44 gang members per 1,000 residents.

Varrio Posole Locos, the largest gang in Oceanside, has been entrenched in the Eastside neighborhood of Oceanside for three generations. Like many other Southern California Latino gangs they have connections to the Mexican Mafia, and engage in criminal activities that range from the sale of drugs to violent crimes and thefts. Posole, a territorial gang, commits most of the violent assaults against rival gang members though they also intimidate and victimize innocent neighborhood residents. In 1997, the Oceanside Police Department collaborated with the San Diego County District Attorney's Office and Eastside residents to establish the first gang injunction in San Diego County against members of the Posole gang. In the two years prior to the injunction Posole gang members were linked to 10 murders. That injunction and a second injunction in 2004 have reduced the Posole gangs' visibility and their level of violent crime in the Eastside neighborhood; however they still exert a strong negative influence in the area, putting neighborhood youth at high risk of gang involvement, criminal activity, and drug use.

² Data compiled from San Diego Association of Governments webpage (sandag.org) and CalGangs

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Current Posole gang membership is approximately 204 gang members and 121 affiliate members; forty-two of the members and affiliate members are juveniles.

- Members of Varrío Mesa Loco, a Latino gang operating in the Libby Lake neighborhood were named in an injunction in June 1999. This gang primarily sells drugs and engages in burglaries, assaults and other violence. A documented member of this gang killed Oceanside Police Officer Tony Zeppetella. The gang currently has 88 members and 50 affiliates; twenty-two members and affiliate members are juveniles.
- Members of the Center Street Locos, a Latino gang that operates in the Crown Heights neighborhood behind Oceanside High School, were the target of a gang injunction in 2003. Since the injunction, some members have moved to a different area of the city. Unlike the other Latino gangs in Oceanside, this gang is more transient: Many of its members are Mexican nationals who come to the area and settle for up to 10 years, then return to Mexico. The Center Street gang, which is territorial, sells drugs and is involved in violent assaults against rival gang members, including shootings, stabbings, robberies and burglaries. The gang's main rivals are Posole Locos, but the discovery of a rival gang member in their territory would result in an automatic confrontation. There are 88 gang members and 60 affiliate members; twenty-four members and affiliate members are juvenile.
- Though the largest gangs in Oceanside are Latino, there are also Samoan and Black gangs in the area. The Deep Valley Bloods (DVB) — a predominantly Samoan gang, has 67 members and 43 affiliates with at least two generations of members. Currently seven DVB gang members and associates are juveniles. DVB engage in territorial violence such as shootings, robberies, physical assaults and thefts. Much of the violence is against

City of Oceanside Gang Reduction, Intervention and Prevention Program

rival gang members, particularly the 72 member Deep Valley Crips (DVC) a black gang who are their main rival. DVB and DVC live shoulder to shoulder with Mesa Locos in the Mesa Margarita (Back Gate) area of Northeast Oceanside. These rival gangs were largely responsible for a rise in gang activity in 2004 when there were 20 gang related shootings in Oceanside in which 3 people died and 18 were wounded. The juveniles charged with the murder of Officer Dan Bessant were associated with the Deep Valley Bloods.

The negative impact gangs have on our youth, particularly those living in a neighborhood “claimed” by a gang is evident to those working with these youth in schools, social services, neighborhood outreach, after school programs, or law enforcement. It is reflected in increasing youth violence, lower school achievement and high drop-out, teen pregnancy, and drug use rates. All of these lead to a vicious cycle of lower economic status, low expectations and decreased opportunities, and the deterioration of neighborhoods and families.

“A lack of school commitment is a top risk factor for juvenile delinquency and gang involvement. Risk factors include early and persistent anti-social behaviors at school, bullying and academic failure beginning in elementary school, truancy, school disciplinary problems, dropout, and lack of parental expectations for their child’s educational performance”.³ School truancy, suspension and expulsion rates are a major concern for youth in four middle schools and two high schools in the Oceanside Unified School District (OUSD). The California Department of Education Safe & Healthy Schools Website shows the truancy rate for OUSD was 31.96% in 2007-08 which is above the County of San Diego (26.98%) and State of California (25.84%)

³ County of San Diego Comprehensive Multi-Agency Juvenile Justice Plan - January 2001. Top Risk Factors for Juvenile Delinquency. (Submitted to the California Board of Corrections by the San Diego Juvenile Justice Coordinating Council)

City of Oceanside Gang Reduction, Intervention and Prevention Program

rates. Suspension and expulsion rates for Oceanside Unified both for violence and drugs and for overall totals far exceeded County and State averages. Jefferson Middle School, the designated middle school for the Eastside (Posole) neighborhood, had a 41.4% truancy rate and a total suspension rate of 80.41%⁴. The truancy rate at Cesar Chavez Middle School, which has students from three gang neighborhoods (Mesa Locos, DVB and DVC) was 30.95%. The following table shows expulsion, suspension and truancy information for the 2007-08 academic year.

Expulsion, Suspension and Truancy Information for 2007-08⁴

School	Enrollment*	Truants	Rate	Violence/Drug		Persistently Dangerous Expulsions	Overall Total		% Susp.
				Expul.	Susp.		Expul.	Susp.	
C. Chavez Middle	769	238	30.95%	11	114	1	12	417	54.23%
Jefferson Middle	1,285	532	41.40%	14	234	1	15	1,034	80.47%
Lincoln Middle	1,034	234	22.63%	9	128		10	427	41.30%
M.L. King Middle	1,465	269	18.36%	6	92		9	307	20.96%
El Camino HS	2,976	985	33.10%	11	150		11	614	20.63%
Oceanside HS	2,355	1,128	47.90%	9	226		10	831	35.29%
OUSD	20,366	6,508	31.96%	79	1,614	4	86	4,729	23.22%
SD County	485,094	130,880	26.98%	955	20,571	227	1,112	44,184	9.11%
California State	6,181,417**	1,597,243	25.84%	17,379	337,751	2,384	21,418	823,614	13.32%

* Does not include NPS date

⁴ California Department of Education Safe & Healthy Kids Program webpage

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**Not all agencies submitted data

As of May 3, 2007 there were 1,206 individuals on formal probation in Oceanside. Of the population on probation, 24% (286) are juveniles. Of the 286 juveniles on probation, 43% (122) have gang conditions as ordered by the court. The following table shows the break down of juveniles on probation in Oceanside by gang status and ethnicity.

Oceanside Juvenile Probationers by Race

	Non Gang Probationers	Probationers in Gangs	Total
White	34% (55)	7% (8)	22% (63)
Black	12% (20)	11% (13)	11% (33)
Hispanic	52% (86)	80% (97)	64% (183)
Asian	1% (1)	1% (1)	1% (2)
Other	1% (2)	1% (3)	2% (5)
Total	100% (164)	100% (122)	100% (286)

For the past two years, the caseload for the San Diego County Juvenile Probation Gang Supervision Unit for the northern most zip codes has been almost exclusively Oceanside residents. This special unit provides a higher level of supervision for juveniles who have been found guilty (or a true finding in juvenile court) of a gang related crime and or have the following conditions as part of their probation: 4th waiver⁵, drug-testing, and or court orders not to associate with certain gang members. Juveniles are also assigned to this case load if there are other circumstances that make home visits unsafe for an unarmed probation officer, such as guns in the home. Supervising Probation Officer Christopher Ronald said that although the caseload caps at 40, there are usually 43 to 46 juveniles assigned to this unit, with more referrals that they

⁵ The juvenile signed a waiver giving up his or her 4th Amendment right to be secure against search and seizure by the government.

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are unable to accept due to the cap. At this time, all of the Oceanside juveniles assigned to this unit are named in one of the four gang injunctions and or are required to register with OPD as a gang member who committed a gang crime pursuant to P.C. 186.30(a).

Target Population for the Program

Oceanside is typical of the racial demographics of southern California, being 48 percent white/Anglo, 34 percent Hispanic/Latino, 6 percent African-American and 7.1 percent Asian/Pacific Islander, but unique in that it contains the largest Samoan population outside of American Samoa. The juvenile (under 18 years) population is slightly higher than that of San Diego region: White – 24% v. 19%, Hispanic - 36% v. 33%, and black – 30% v. 27%). The following table shows population characteristics for the City of Oceanside and for San Diego County based on 2008 estimates:

Population Characteristics (2008 Estimates) - City of Oceanside

	Population	Percent of Total	Population <Age 18	Percent < Age 18
Hispanic	61,435	34%	21,958	36%
White	86500	48%	20,732	24%
Black	10,292	6%	3,048	30%
American Indian	752	<1%	188	25%
Asian	10,844	6%	2,460	23%
Hawaiian & Pacific	1787	<1%	490	27%
Other	442	<1%	215	49%

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2 or More Races	6754	4%	3,160	47%
All Ethnic Groups	178,806	100%	52,251	29%

Population Characteristics (2008 Estimates) San Diego Region

	Population	Percent of Total	Population <Age 18	Percent < Age 18
Hispanic	940,153	30%	309,417	33%
White	1,580,685	50%	305,234	19%
Black	166,284	5%	45,679	27%
American Indian	16,254	<1%	3,596	22%
Asian	316,894	10	69,296	22%
Hawaiian & Pacific	11,763	<1%	2,858	24%
Other	10,478	<1%	3,460	33%
2 or More Races	103,763	3%	41,437	40%
All Ethnic Groups	3,146,274	100%	780,977	25%

Oceanside Median Household Income estimates for 2007 based on Census 2000 are

Oceanside \$65,785 (current dollars); \$49,836 (in 1999 dollars); \$ 46,145 (Census 2000), which is lower than the San Diego Region Median Household Income of \$68,388 (current dollars).⁶

The Median Household Incomes in the areas of these cities where the largest gangs exist are considerably lower. For example, Census tract 186.03 which covers the area included under the Varrio Posole Gang Injunction in Oceanside had an estimated Median Household Income of \$36,590 for 2007 (in 1999 dollars); \$32,717 (Census 2000). Census tract 186.10, which covers

⁶ San Diego Association of Governments (SANDAG) Regional Planning Agency Fast Facts

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the area included in the Mesa Locos Gang Injunction and most of the area that is home to Deep Valley Bloods and Deep Valley Crips, data is skewed as the tract also includes at least two newer (built after 1995) housing areas where housing prices are well above those in the gang neighborhoods.

Youth living in any neighborhood with a heavy gang presence face daily dangers and challenges not faced in the general population. The pressure to join a gang is far greater for youth in an existing gang area, and the impact of gangs is felt most in those communities. For youth in multi-generational gang neighborhoods, the gang often extends into the home with parents and older siblings being gang involved, having a gang history, or lacking the skills and/or means to provide a protective environment for their children. This is the situation faced by many of the youth who will be targeted by this program. They are living in poverty, in high-crime neighborhoods and surrounded by the negative influences of gangs and drugs. They lack positive role models to lead them in the right direction. The current economic downturn and associated job losses are adding to the pressure on these youth and their families and increasing the risk of youth joining gangs. Intervention activities for these youth need to focus on intensive individual and family services that help the youth and their families address the issues that are putting them at risk, offer them hope, and an avenue toward a positive future.

Target Area

Oceanside is the northernmost coastal city in San Diego County, 35 miles North of San Diego and covers 42.2 square miles. Oceanside has a population of approximately 176,644. The Oceanside GRIP program will target Oceanside's Eastside, Crown Heights, and Mesa Margarita neighborhoods. Mesa Margarita includes the area referred to as the Back Gate because of it's

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proximity to the back gate of Marine Corps Base Camp Pendleton and the Libby Lake neighborhood. These are Oceanside's highest risk neighborhoods with the greatest number of documented and associated gang members; all are lower income neighborhoods. The two high schools serving these neighborhoods - Oceanside High School and El Camino High School - as well as their feeder middle schools - Chavez, Jefferson, Lincoln and Martin Luther King, Jr. - will be the main focus for grant activities. As previously noted all of these schools except for Lincoln and M.L. King have truancy rates that are well in excess of state and county averages and all have suspension rates that exceed state and county averages.

Studies such as OJJDP's Program of research on the Causes and Correlates of Delinquency (Kelley et al. 1997) indicate that truancy may be a precursor to serious violent and nonviolent offenses and that the connection between truancy and delinquency appears to be particularly acute among males. The financial impact of truancy and the dropouts that result can be measured in at least four ways:

- A less educated workforce;
- Higher daytime crime rates
- Business loss attributable to youth who shoplift during the day
- The cost of social services for families of children who are habitually truant

While the reduction of truancy will not in itself eliminate gang-related crime, it will have a positive impact on older children and youth who will be in school instead of on the street.

Traditionally, "hanging out" with friends in public during late evening or early morning hours was seen as a rite of passage for most teenagers, and or a family issue. In the 1990's, cities across the nation, in response to increases in juvenile crime and victimization, enacted curfew

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ordinances. In city after city, juvenile violent crime rates dropped dramatically.⁷

The Gang Prevention Coordinator with the San Diego County Office of Education (SDCOE) will share resources with partner agencies including:

- Gang and violence prevention support services for truant students
- Mentoring services for the most at risk of these students provided by PASS program interns currently working in the schools through an existing San Diego County Office of Education Program.
- Gang prevention education for parents, students and school staff.

The SDCOE already has a strong working relationship with the City of Oceanside and the OUSD for gang prevention and intervention programs. Most recently the SDCOE produced in partnership with CSU San Marcos *Not too Early, Never too Late*, a DVD on gang prevention in English and Spanish which has been widely distributed to schools and community-based organizations. Former gang members speak out on what brought them into gangs and how important parental awareness is to prevent involvement of their children in gangs.

⁷ "Curfew: An Answer to Juvenile Delinquency and Victimization?" OJJDP Juvenile Justice Bulletin April 1996.

OJJDP Budget - Gang Mentoring

	Year 1		Year 2		Year 3*		2-Year Total
A. Personnel	FTE						
Project Director - [REDACTED] (\$57,080 salary x 5%)	5%	\$2,854	\$2,939	\$3,028	\$8,821		
Program Manager - [REDACTED] (\$53,030 x 10%)	10%	\$5,303	\$5,462	\$5,626	\$16,391		
Project Coordinator - to be hired (\$16.18/hr x 2080 hours)	100%	\$33,659	\$34,668	\$35,825	\$104,151		
Case Manager-to be hired (\$13.15/hr x 1040 hours)	50%	\$13,674	\$14,084	\$14,554	\$42,311		
Subtotal		\$55,489	\$57,154	\$59,032	\$171,674		
B. Fringe 18.8%		\$10,432	\$10,745	\$11,098	\$32,275		
Total Personnel		\$65,921	\$67,899	\$70,130	\$203,949		
* 3% cost of living increases calculated for Years Two and Three							
C. Travel							
Travel & Per Diem (air/hotel/per diem x2 staff)	2FTE	\$1,864	\$1,864	\$1,864	\$5,592		
Mileage (7,200 miles x\$0.505/mile)	2 FTE	\$3,636	\$3,136	\$2,636	\$9,408		
Van Expenses (50% of \$400/month total for ins. gas/maintenance.etc.)		\$2,400	\$2,400	\$2,400	\$7,200		
Total Travel		\$7,900	\$7,400	\$6,900	\$22,200		
D. Equipment-not applicable		\$0	\$0	\$0	\$0		
E. Supplies							
Office Supplies (\$100/mo est)		\$1,200	\$1,200	\$1,200	\$3,600		
Educational Materials (\$4.17/participant x 12 months-Year One)		\$2,000	\$1,500	\$1,000	\$4,500		
Parent Meeting Supplies (\$7.78/event x 18 events/yr est.)		\$1,400	\$1,400	\$1,400	\$4,200		
Incentives (Food & FT.) (\$5/mo x 80 mentees x 12 mo)		\$4,800	\$4,800	\$4,800	\$14,400		
Senior Mentor Supplies (\$125 x 20 mentors)		\$2,500	\$2,500	\$2,500	\$7,500		
Total Supplies		\$11,900	\$11,400	\$10,900	\$34,200		
F. Consultants/Contractual							
Evaluation		\$17,000	\$17,000	\$17,000	\$51,000		
NC Lifeline Subcontract (Psycho-Ed groups)		\$15,600	\$15,600	\$15,600	\$46,800		
Total Contractual		\$32,600	\$32,600	\$32,600	\$97,800		
G. Construction-not applicable		\$0	\$0	\$0	\$0		
H. Other Operating Costs							
Utilities, Phones & Building Costs (\$141/mo x 1.15 FTE x 12-Year One)	1.15	\$1,946	\$2,004	\$2,065	\$6,015		
Cellular Telephones (\$49/mo x 2 staff x 12 mo-Year One)	2	\$1,176	\$1,200	\$1,224	\$3,600		
Copier/Printing (\$100/mo est.)		\$1,200	\$1,200	\$1,123	\$3,523		
Transportation/Bus Passes (\$35/mo x 5 x 10 mo x 2 sites-Year One)		\$3,500	\$3,600	\$3,700	\$10,800		
Leadership Camp (\$32 x 100 participants est)		\$3,200	\$3,200	\$3,500	\$9,900		
Graduation Trip (\$35 x 100participants est.)		\$3,500	\$3,500	\$3,500	\$10,500		
Peer Incentives (Jr. Mentors) (\$50 x est. 40 mentors x 8 mos)		\$16,000	\$16,000	\$16,000	\$48,000		
Staff & Mentor Training & Development (\$48.40 x 62 participants)		\$3,000	\$2,500	\$2,000	\$7,500		
Total Other Operating Costs		\$33,522	\$33,204	\$33,112	\$99,838		
I. Total Direct		\$151,843	\$152,502	\$153,641	\$457,986		
J. Indirect @ 20.6% of personnel and benefits		\$13,580	\$13,987	\$14,447	\$42,013		
K. Total Budget		\$165,423	\$166,490	\$168,088	\$500,000		
		\$166,666	\$166,667	\$166,667	\$500,000		

**Vista Community Clinic
Gang Prevention Mentoring Project**

Year One: August 2009 – July 2010

A. Personnel

Project Director – 0.05 FTE **\$2,854**

██████████, the Assistant Director of the VCC Health Promotion Center, will serve as the project director and provide direct management of the Program Manager; review reports, supervise data collection and assist in the coordination of evaluation activities as required.

Program Manager – 0.1 FTE **\$5,303**

██████████, Program Manager (PM), will provide direct management of Project Coordinator and be responsible for the development, implementation and evaluation of the youth mentoring program, development and implementation of mentoring curriculum and development of service learning projects. She will also oversee all evaluation activities and assist in coordination of efforts of partners and subcontractors for implementation of mentoring project. ██████████ has primary responsibility for meeting grant obligations and completing all reporting requirements.

Project Coordinator – 1.0 FTE **\$33,569**

Project Coordinator (PC-to be hired) will provide direct supervision and oversee the recruitment of Senior Mentors, referrals of Junior Mentors and mentees for each of the identified school sites. This position will be responsible for overall project coordination and oversight of day-to-day implementation of mentoring project and after school programs. PC will oversee all evaluation activities. PC will complete all quarterly mentor trainings and provide oversight of tracking of mentor and teen participation. PC will coordinate staff liaison activities with community, school personnel and program staff as well as maintaining communication with all subcontractors and community partners. PC will also be responsible for preparing all project interim and final reports.

Case Manager – 0.50 FTE **\$13,674**

Case Manager (CM-to be hired) will provide on site supervision of program volunteer participants; Sr. and Jr. mentors as well as maintain close contact with school personnel regarding progress of Jr. mentors and mentees from each of the identified schools. This position will assist the PC with coordination of mentor trainings and scheduling of program activities and assist in the collection of evaluation data and administration of evaluation tools with all participants: Sr. mentors, Jr. Mentors and mentees. This position will also provide support services and referrals to parents and families of all youth participants.

TOTAL PERSONNEL **\$55,489**

B. Fringe Benefits @ 18.8% of personnel **\$10,432**

Fringe benefits, calculated at 18.8% of personnel costs, include: FICA, State Unemployment, State Disability Insurance, Worker's Compensation, Health Insurance, Retirement, Year-end Service pay and Educational Assistance Fund. Vacation and Sick pay are part of salary.

TOTAL PERSONNEL & FRINGE **\$65,921**

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**Vista Community Clinic
Gang Prevention Mentoring Project**

C. Travel

Travel/Mileage **\$5,500**

Travel includes mileage for the Program Manager, Project Coordinator and Case Manager. Mileage is estimated at 200 miles per month for three staff to include, but not limited to: travel to and from schools and the after-school program sites, to local meetings, to the main clinic site and for parking fees incurred while conducting business. Mileage is reimbursed at \$0.505 per mile (Total mileage = \$3,636). Costs associated with out of town travel are: airfare, hotel & per diem for each staff member. Conference travel is calculated as follows: Airfare- \$350/round trip x 2 staff= \$700; hotel-\$130/night x 3 nights x 2 staff= \$780; per diem-\$64/day x 3 days x 2 staff=\$384. Total travel = \$1,864.

Van Expenses **\$2,400**

Van expenses include, but are not limited to: registration, gas, maintenance, storage and insurance. Vista Community Clinic currently has two fifteen-passenger vans available for teens and mentors cultural, recreational and educational field trips between each school site as well as daily travel for mentoring activities between high schools and middle or elementary schools. The expense is calculated at \$145 insurance + \$95 storage + \$160 gas/maintenance x 12 months, for which VCC is requesting 50% from OJJDP. The balance of this expense will be provided **in-kind** by VCC.

TOTAL TRAVEL **\$7,900**

D. Equipment- No equipment purchases requested **\$0**

E. Supplies

Office Supplies **\$1,200**

Office supplies include, but are not limited to: copy paper, pencils, pens, media storage sources averaged at \$100/mo. x 12 months.

Educational Materials **\$2,000**

Educational materials include, but are not limited to: books, workshop games & props, computer programs, videos, magazines, evaluation tools and curriculum materials as well as program supplies available to youth included but not limited to: paper, pens, pencils, computer ink cartridges, presentation materials, art supplies, recreational equipment, etc. These items are calculated at \$4.17/participant/month x 40 participants x 12 months.

Parent Meeting Supplies **\$1,400**

Meeting supplies include, but are not limited to: hosting items for monthly parent night meetings and/or parent education training, quarterly collaboration meetings with all project collaboration partners and 2 family celebrations per year (Thanksgiving and Graduation dinner). These are calculated at \$77.78/event x 18 events/yr.

Incentives **\$4,800**

Program incentives include healthy snacks and field trips provided for youth participants and mentors during program hours of operation. A majority of at-risk youth attending the after-

**Vista Community Clinic
Gang Prevention Mentoring Project**

school programs are from low-income families and qualify for free/reduced price lunches, which may be the only nutritious meal they receive all day. Healthy snacks act as an incentive for participation, improve homework performance and attention, and stimulate discussion of healthy eating choices during program hours. In addition, all program participants will be able to participate in fieldtrips throughout the year the attribute to team0-building and developing a stronger connection in the mentor/mentee relationship. This item is estimated at \$5/month per mentee x 12 months x 80 mentees to cover snack and field trip expenses.

Sr. Mentor Supplies **\$2,500**

This includes, but is not limited to: hosting items for Sr. Mentors to use to maintain regular meetings and strengthen mentoring relationship. This will also assist in costs volunteer Sr. mentors incur for transportation of Jr. Mentors and younger mentees for team-building activities. These expenses are estimated as \$125/senior mentor/year x 20 mentors.

TOTAL SUPPLIES **\$11,900**

F. Construction- not applicable **\$0**

G. Consultants/Contractual

Evaluation **\$17,000**

The evaluator, EVALCORP, will provide technical assistance to program staff, including evaluation tool development, development of program database & tracking mechanisms, evaluation coordination, analysis, and evaluation reports.

Psycho-Education/Parent Education **\$15,600**

The subcontractor, North County Lifeline, will provide eleven 6-8 week psycho-educational group sessions at Jr. Mentorship high schools and at selected Middle and/or Elementary school mentee sites. They will also provide two "Parenting Difficult Teens" education course for parents, one at each high school to include other mentorship sites. Subcontractor will be able to maintain program attendance and participation and forward reports to VCC program staff as needed.

TOTAL CONTRACTUAL **\$32,600**

H. Other Operating Costs

Utilities & Building Costs **\$1,946**

Utilities and building costs for the Williamston Street program office where all staff (except for the part-time assistants) maintains records and files, computer terminals, etc., to conduct project business. Utilities& Building Costs are calculated as \$141/month x 1.15 FTE (VCC standard charge rate) x 12 months.

Cellular Telephones **\$1,176**

Cellular telephones will be provided to the two program staff, PC & CM to improve access to them by Sr. & Jr. Mentors, Mentees, school personnel and participant families; deal with staffing problems, coordinate activities, etc. This expense is calculated at \$49/mo.x 12 months x 2 staff.

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Copier/Printing **\$1,200**

Copier costs are estimated at \$100 per month to include: in-house duplication of handouts, flyers, educational materials and maintenance of the copier equipment.

Bus Passes/Transportation **\$3,500**

Most teens in Vista and Oceanside utilize the North County Transit District to travel to/from home, school and centers, due to lack of school bussing resulting from budget cuts. As an incentive to attend school and succeed, program staff select students eligible for program bus passes to reduce financial burden, encourage school attendance and increase student involvement in mentoring activities after school and foster independence and self-reliance. Rate of \$35/pass x 5 passes/site x 10 months x 2 schools.

Leadership Camp **\$3,200**

Leadership camp is designed to provide Jr. Mentors with opportunity to learn and develop leadership skills they will be able to use with their mentees as well as utilize in their own school development and community involvement. This will also provide opportunities for Sr. & Jr. Mentors to develop a stronger role modeling relationship and develop goals for the coming year. Estimate for this item is based on past costs for similar events for 100 participants.

Graduation Trip **\$3,500**

The graduation trip is an effort to acknowledge the Jr. Mentors and/or mentees for the commitment and involvement in the year long process of avoiding gang involvement and maintaining positive relationships with their Sr. mentors. Graduation trip is designed to expose the youth and mentors to new experiences outside local neighborhoods and communities. Estimate for this item is calculated at \$35 per participant x 100 participants.

Peer Incentives (Jr. Mentors) **\$16,000**

Part of the youth development training the Jr. Mentors will receive addresses their commitment and fulfillment of their mentoring responsibilities. In an effort to reinforce this relationship and seriousness of their roles in the lives of their mentees, each Jr. Mentor will receive a monthly stipend of up to \$50 supplemented by financial literacy education based on their participation and attendance to program and mentoring activities. This will promote a strong work ethic and provide an incentive for Jr. Mentors to continue and fulfill their 2-year commitment. \$50 x 40 junior mentors x 8 month commitment.

Staff & Mentor Training & Development **\$3,000**

Staff development includes cost of training on gang awareness, substance abuse identification and brief intervention screening, relationship violence, child abuse, mentoring, team building, etc., and workshop fees for program staff and volunteer mentors. This item estimated at \$48.40 each x 62 participants (2 staff, 60 mentors).

TOTAL OPERATING **\$33,522**

I. Indirect @ 20.6% of total personnel **\$13,580**

Indirect is calculated at the federally approved rate of 20.6% of total personnel costs.

Indirect costs include:

**Vista Community Clinic
Gang Prevention Mentoring Project**

1. Bookkeeping/Payroll Expenses
2. Depreciation and Building Costs
3. Insurance, Legal and Accounting
4. Outside Services
5. Supplies and Minor Equipment
9. Other (Dues & Subscriptions, miscellaneous)

Vista Community Clinic's current Federally Negotiated Indirect Rate Agreement has been provided as a separate attachment.

Total (Year One): **\$165,423**

Year Two: August 2010 – July 2011

A. Personnel

Project Director – 0.05 FTE **\$2,939**

██████████, the Assistant Director of the VCC Health Promotion Center, will serve as the project director and provide direct management of the Program Manager; review reports, supervise data collection and assist in the coordination of evaluation activities as required.

Program Manager – 0.10 FTE **\$5,462**

██████████, Program Manager (PM), will provide direct management of Project Coordinator and be responsible for the development, implementation and evaluation of the youth mentoring program, development and implementation of mentoring curriculum and development of service learning projects. She will also oversee all evaluation activities and assist in coordination of efforts of partners and subcontractors for implementation of mentoring project. ██████████ has primary responsibility for meeting grant obligations and completing all reporting requirements.

Project Coordinator – 1.0 FTE **\$34,668**

Project Coordinator (PC-to be hired) will provide direct supervision and oversee the recruitment of Senior Mentors, referrals of Junior Mentors and mentees for each of the identified school sites. This position will be responsible for overall project coordination and oversight of day-to-day implementation of mentoring project and after school programs. PC will oversee all evaluation activities. PC will complete all quarterly mentor trainings and provide oversight of tracking of mentor and teen participation. PC will coordinate staff liaison activities with community, school personnel and program staff as well as maintaining communication with all subcontractors and community partners. PC will also be responsible for preparing all project interim and final reports.

Case Manager/School Liaison – 0.50 FTE **\$14,084**

Case Manager/School Liaison (CM-to be hired) will provide on site supervision of program volunteer participants; Sr. and Jr. mentors as well as maintain close contact with school personnel regarding progress of Jr. mentors and mentees from each of the identified schools. This position will assist the PC with coordination of mentor trainings and scheduling of program activities and assist in the collection of evaluation data and administration of evaluation tools

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with all participants; Sr. mentors, Jr. Mentors and mentees. This position will also provide support services and referrals to parents and families of all youth participants.

TOTAL PERSONNEL **\$57,154**

B. Fringe Benefits @ 18.8% of personnel **\$10,745**

Fringe benefits, calculated at 18.8% of personnel costs, include: FICA, State Unemployment, State Disability Insurance, Worker's Compensation, Health Insurance, Retirement and Educational Assistance Fund. Vacation and Sick pay are part of salary.

TOTAL PERSONNEL & FRINGE **\$67,899**

C. Travel

Travel/Mileage **\$5,000**

Travel includes mileage for the Program Manager, Project Coordinator and Case Manager. Mileage is estimated at \$172.50 per month for three staff to include, but not limited to: travel to and from schools and the after-school program sites, to local meetings, to the main clinic site and for parking fees incurred while conducting business. Mileage is reimbursed at \$0.505 per mile (Total mileage = \$3,136). Costs associated with out of town travel are: airfare, hotel & per diem for each staff member. Conference travel is calculated as follows: Airfare- \$350/round trip x 2 staff= \$700; hotel-\$130/night x 3 nights x 2 staff= \$780; per diem-\$64/day x 3 days x 2 staff=\$384. Total travel = \$1,864.

Van Expenses **\$2,400**

Van expenses include, but are not limited to: registration, gas, maintenance, storage and insurance. Vista Community Clinic currently has two fifteen-passenger vans available for teens and mentors cultural, recreational and educational field trips between each school site as well as daily travel for mentoring activities between high schools and middle or elementary schools. The expense is calculated at \$145 insurance + \$95 storage + \$160 gas/maintenance x 12 months, for which VCC is requesting 50% from OJJDP. The balance of this expense will be provided **in-kind** by VCC.

TOTAL TRAVEL **\$7,400**

D. Equipment- No equipment purchases requested **\$0**

E. Supplies

Office Supplies **\$1,200**

Office supplies include, but are not limited to: copy paper, pencils, pens, media storage sources averaged at \$100/mo.x 12 months.

Educational Materials **\$1,500**

Educational materials include, but are not limited to: books, workshop games & props, computer programs, videos, magazines, evaluation tools and curriculum materials as well as program supplies available to youth included but not limited to: paper, pens, pencils, computer ink

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cartridges, presentation materials, art supplies, recreational equipment, etc. These items are calculated at \$3.13/participant/month x 40 participants x 12 months.

Parent Meeting Supplies **\$1,400**

Meeting supplies include, but are not limited to: hosting items for monthly parent night meetings and/or parent education training, quarterly collaboration meetings with all project collaboration partners and 2 family celebrations per year (Thanksgiving and Graduation dinner). These are calculated at \$77.78/event x 18 events/yr.

Incentives **\$4,800**

Program incentives include healthy snacks and field trips provided for youth participants and mentors during program hours of operation. A majority of at-risk youth attending the after-school programs are from low-income families and qualify for free/reduced price lunches, which may be the only nutritious meal they receive all day. Healthy snacks act as an incentive for participation, improve homework performance and attention, and stimulate discussion of healthy eating choices during program hours. In addition, all program participants will be able to participate in fieldtrips throughout the year the attribute to team-building and developing a stronger connection in the mentor/mentee relationship. This item is estimated at \$5/month per mentee x 12 months x 80 mentees to cover snack and field trip expenses.

Sr. Mentor Supplies **\$2,500**

This includes, but is not limited to: hosting items for Sr. Mentors to use to maintain regular meetings and strengthen mentoring relationship. This will also assist in costs volunteer Sr. mentors incur for transportation of Jr. Mentors and younger mentees for team-building activities. These expenses are estimated as \$125/senior mentor/year x 20 mentors.

TOTAL SUPPLIES **\$11,400**

F. Construction- not applicable **\$0**

G. Consultants/Contractual

Evaluation **\$17,000**

The evaluator, EVALCORP, will provide technical assistance to program staff, including evaluation tool development, development of program database & tracking mechanisms, evaluation coordination, analysis and evaluation reports.

Psycho-Education/Parent Education **\$15,600**

The subcontractor, North County Lifeline, will provide a number of 6-8 week psycho-educational groups at Jr. Mentorship high schools and at selected Middle and/or Elementary school mentee sites. They will also provide the "Parenting Difficult Teens" education course for parents, one at each high school with invitations out to other identified mentorship sites. Subcontractor will be able to maintain program attendance and participation and forward reports to VCC program staff as needed.

TOTAL CONTRACTUAL **\$32,600**

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H. Other Operating Costs

Utilities & Building Costs **\$2,004**

Utilities and building costs for the Williamston Street program office where all staff (except for the part-time assistants) maintains records and files, computer terminals, etc., to conduct project business. Utilities & Building Costs are calculated as \$145.2/month x 1.15 FTE (VCC standard charge rate) x 12 months.

Cellular Telephones **\$1,200**

Cellular telephones will be provided to the two program staff, PC & CM to improve access to them by Sr. & Jr. Mentors, Mentees, school personnel and participant families; deal with staffing problems, coordinate activities, etc. This expense is calculated at \$50/mo. x 12 months x 2 staff.

Copier/Printing **\$1,200**

Copier costs are estimated at \$100 per month to include: in-house duplication of handouts, flyers, educational materials and maintenance of the copier equipment.

Bus Passes/Transportation **Incentives** **\$3,600**

Most teens in the cities of Vista and Oceanside utilize the North County Transit District to travel from home and to school and back due to lack of school bussing as result of budget cuts. As an incentive to attend school and succeed, program staff selects students that would be eligible for program bus passes in an effort to reduce financial burden on family and encourage school attendance as well as increase students' involvement in mentoring activities after school and foster youth independence and reliance. Rate of \$36/pass x 5 passes/site x 10 months x 2 HS.

Leadership Camp **Incentives** **\$3,200**

Leadership camp is designed to provide Jr. Mentors with opportunity to learn and develop leadership skills they will be able to use with their mentees as well as utilize in their own school development and community involvement. This will also provide opportunities for Sr. & Jr. Mentors to develop a stronger role modeling relationship and develop goals for the coming year. Estimate for this item is based on past costs for similar events for 100 participants.

Graduation Trip **Incentives** **\$3,500**

The graduation trip is an effort to acknowledge the Jr. Mentors and/or mentees for the commitment and involvement in the year long process of avoiding gang involvement and maintaining positive relationships with their Sr. mentors. Graduation trip is designed to expose the youth and mentors to new experience outside local neighborhoods and communities. Estimate for this item is calculated at \$35 per participant x 100 participants.

Peer Incentives (Jr. Mentors) **Incentives** **\$16,000**

Part of the youth development training the Jr. Mentors will receive addresses their commitment and fulfillment of their mentoring responsibilities. In an effort to reinforce this relationship and seriousness of their roles in the lives of their mentees, each Jr. Mentor will receive a monthly stipend of up to \$50 supplemented by financial literacy education based on their participation and attendance to program and mentoring activities. This will promote a strong work ethic and provide an incentive for Jr. Mentors to continue and fulfill their 2-year commitment. \$50 x 40 junior mentors x 8 month commitment.

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Staff & Mentor Training & Development **\$2,500**

Staff development includes cost of training on gang awareness, substance abuse identification and brief intervention screening, relationship violence, child abuse, mentoring, team building, etc., and workshop fees for program staff and volunteer mentors. This item estimated at \$40.32 each x 62 participants (2 staff, 60 mentors).

TOTAL OPERATING **\$33,204**

I. Indirect @ 20.6% of total personnel **\$13,987**

Indirect is calculated at the federally approved rate of 20.6% of total personnel costs.

Indirect costs include:

1. Bookkeeping/Payroll Expenses
2. Depreciation and Building Costs
3. Insurance, Legal and Accounting
4. Outside Services
5. Supplies and Minor Equipment
9. Other (Dues & Subscriptions, miscellaneous)

Vista Community Clinic's current Federally Negotiated Indirect Rate Agreement has been provided as a separate attachment.

Total (Year Two): **\$166,490**

Year Three - August 2011 – July 2012

A. Personnel

Project Director – 0.05 FTE **\$3,028**

██████████ the Assistant Director of the VCC Health Promotion Center, will serve as the project director and provide direct management of the Program Manager; review reports, supervise data collection and assist in the coordination of evaluation activities as required.

Program Manager – 0.10 FTE **\$5,626**

██████████ Program Manager (PM), will provide direct management of Project Coordinator and be responsible for the development, implementation and evaluation of the youth mentoring program, development and implementation of mentoring curriculum and development of service learning projects. She will also oversee all evaluation activities and assist in coordination of efforts of partners and subcontractors for implementation of mentoring project. ██████████ has primary responsibility for meeting grant obligations and completing all reporting requirements.

Project Coordinator – 1.0 FTE **\$35,825**

Project Coordinator (PC-to be hired) will provide direct supervision and oversee the recruitment of Senior Mentors, referrals of Junior Mentors and mentees for each of the identified school sites. This person will be responsible for overall project coordination and oversees day-to-day

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implementation of mentoring project and after school programs. PC will assist in the oversight of all evaluation activities. PC will complete all quarterly mentor trainings and provides oversight of tracking of mentor and teen participation. PC will coordinate staff liaison activities with community, school personnel and program staff as well as maintaining communication with all subcontractors and community partners. PC will also be responsible for preparing all project interim and final reports.

Case Manager/School Liaison – 0.50 FTE **\$14,554**

Case Manager/School Liaison (CM-to be hired) will provide on site supervision of program volunteer participants; Sr. and Jr. mentors as well as maintain close contact with school personnel regarding progress of Jr. mentors and mentees from each of the identified schools. This position will assist the PC with coordination of mentor trainings and scheduling of program activities and assist in the collection of evaluation data and administration of evaluation tools with all participants; Sr. mentors, Jr. Mentors and mentees. This position will also provide support services and referrals to parents and families of all youth participants.

TOTAL PERSONNEL **\$59,032**

B. Fringe Benefits @ 18.8% of personnel **\$11,098**

Fringe benefits, calculated at 18.8% of personnel costs, include: FICA, State Unemployment, State Disability Insurance, Worker's Compensation, Health Insurance, Retirement and Educational Assistance Fund. Vacation and Sick pay are part of salary.

TOTAL PERSONNEL & FRINGE **\$70,130**

C. Travel

Travel/Mileage **\$4,500**

Travel includes mileage for the Program Manager, Project Coordinator and Case Manager. Mileage is estimated at \$145 per month for three staff to include, but not limited to: travel to and from schools and the after-school program sites, to local meetings, to the main clinic site and for parking fees incurred while conducting business. Mileage is reimbursed at \$0.505 per mile (Total mileage = \$2,636). Costs associated with out of town travel are: airfare, hotel & per diem for each staff member. Conference travel is calculated as follows: Airfare- \$350/round trip x 2 staff= \$700; hotel-\$130/night x 3 nights x 2 staff= \$780; per diem-\$64/day x 3 days x 2 staff=\$384. Total travel = \$1,864.

Van Expenses **\$2,400**

Van expenses include, but are not limited to: registration, gas, maintenance, storage and insurance. Vista Community Clinic currently has two fifteen-passenger vans available for teens and mentors cultural, recreational and educational field trips between each school site as well as daily travel for mentoring activities between high schools and middle or elementary schools. The expense is calculated at \$145 insurance + \$95 storage + \$160 gas/maintenance x 12 months, for which VCC is requesting 50% from OJJDP. The balance of this expense will be provided **in-kind** by VCC.

TOTAL TRAVEL **\$6,900**

**Vista Community Clinic
Gang Prevention Mentoring Project**

D. Equipment- No equipment purchases requested **\$0**

E. Supplies

Office Supplies **\$1,200**

Office supplies include, but are not limited to: copy paper, pencils, pens, media storage sources averaged at \$100/mos. x 12 months.

Educational Materials **\$1,000**

Educational materials include, but are not limited to: books, workshop games & props, computer programs, videos, magazines, evaluation tools and curriculum materials as well as program supplies available to youth included but not limited to: paper, pens, pencils, computer ink cartridges, presentation materials, art supplies, recreational equipment, etc. These items are calculated at \$2.08/participant/month x 40 participants x 12 months.

Parent Meeting Supplies **\$1,400**

Meeting supplies include, but are not limited to: hosting items for monthly parent night meetings and/or parent education training, quarterly collaboration meetings with all project collaboration partners and 2 family celebrations per year (Thanksgiving and Graduation dinner). These are calculated at \$77.78/event x 18 events/yr.

Incentives **\$4,800**

Program incentives include healthy snacks and field trips provided for youth participants and mentors during program hours of operation. A majority of at-risk youth attending the after-school programs are from low-income families and qualify for free/reduced price lunches, which may be the only nutritious meal they receive all day. Healthy snacks act as an incentive for participation, improve homework performance and attention, and stimulate discussion of healthy eating choices during program hours. In addition, all program participants will be able to participate in fieldtrips throughout the year the attribute to team-building and developing a stronger connection in the mentor/mentee relationship. This item is estimated at \$5/month per mentee x 12 months x 80 mentees to cover snack and field trip expenses.

Sr. Mentor Supplies **\$2,500**

This includes, but is not limited to: hosting items for Sr. Mentors to use to maintain regular meetings and strengthen mentoring relationship. This will also assist in costs volunteer Sr. mentors incur for transportation of Jr. Mentors and younger mentees for team-building activities. These expenses are estimated as \$125/senior mentor/year x 20 mentors.

TOTAL SUPPLIES **\$10,900**

F. Construction- not applicable **\$0**

**Vista Community Clinic
Gang Prevention Mentoring Project**

G. Consultants/Contractual

Evaluation **\$17,000**

The evaluator, EVALCORP, will provide technical assistance to program staff, including evaluation tool development, development of program database & tracking mechanisms, evaluation coordination, analysis and evaluation reports.

Psycho-Education/Parent Education **\$15,600**

The subcontractor, North County Lifeline, will provide a number of 6-8 week psycho-educational groups at Jr. Mentorship high schools and at selected Middle and/or Elementary school mentee sites. They will also provide the "Parenting Difficult Teens" education course for parents, one at each high school with invitations out to other identified mentorship sites. Subcontractor will be able to maintain program attendance and participation and forward reports to VCC program staff as needed.

TOTAL CONTRACTUAL **\$32,600**

H. Other Operating Costs

Utilities & Building Costs **\$2,065**

Utilities and building costs for the Williamston Street program office where all staff (except for the part-time assistants) maintains records and files, computer terminals, etc., to conduct project business. Utilities & Building Costs are calculated as \$149.7/month x 1.15 FTE (VCC standard charge rate) x 12 months.

Cellular Telephones **\$1,224**

Cellular telephones will be provided to the two program staff, PC & CM to improve access to them by Sr. & Jr. Mentors, Mentees, school personnel and participant families; deal with staffing problems, coordinate activities, etc. This expense is calculated at \$51/mo. x 12 months x 2 staff.

Copier/Printing **\$1,123**

Copier costs are estimated at \$93.58 per month to include: in-house duplication of handouts, flyers, educational materials and maintenance of the copier equipment.

Bus Passes/Transportation **Incentives** **\$3,700**

Most teens in the cities of Vista and Oceanside utilize the North County Transit District to travel from home and to school and back due to lack of school bussing as result of budget cuts. As an incentive to attend school and succeed, program staff selects students that would be eligible for program bus passes in an effort to reduce financial burden on family and encourage school attendance as well as increase students' involvement in mentoring activities after school and foster youth independence and reliance. Rate of \$37/pass x 5 passes/site x 10 months x 2 HS.

Leadership Camp **Incentives** **\$3,500**

Leadership camp is designed to provide Jr. Mentors with opportunity to learn and develop leadership skills they will be able to use with their mentees as well as utilize in their own school development and community involvement. This will also provide opportunities for Sr. & Jr. Mentors to develop a stronger role modeling relationship and develop goals for the coming year. Estimate for this item is based on past costs for similar events for 100 participants.

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Graduation Trip **Incentives** **\$3,500**

The graduation trip is an effort to acknowledge the Jr. Mentors and/or mentees for the commitment and involvement in the year long process of avoiding gang involvement and maintaining positive relationships with their Sr. mentors. Graduation trip is designed to expose the youth and mentors to new experience outside local neighborhoods and communities. Estimate for this item is calculated at \$35 per participant x 100 participants.

Peer Incentives (Jr. Mentors) **Incentives** **\$16,000**

Part of the youth development training the Jr. Mentors will receive addresses their commitment and fulfillment of their mentoring responsibilities. In an effort to reinforce this relationship and seriousness of their roles in the lives of their mentees, each Jr. Mentor will receive a monthly stipend of up to \$50 supplemented by financial literacy education based on their participation and attendance to program and mentoring activities. This will promote a strong work ethic and provide an incentive for Jr. Mentors to continue and fulfill their 2-year commitment. \$50 x 40 junior mentors x 8 month commitment.

Staff & Mentor Training & Development **\$2,000**

Staff development includes cost of training on gang awareness, substance abuse identification and brief intervention screening, relationship violence, child abuse, mentoring, team building, etc., and workshop fees for program staff and volunteer mentors. This item estimated at \$32.25 each x 62 participants (2 staff, 60 mentors).

TOTAL OPERATING **\$33,112**

I. Indirect @ 20.6% of total personnel **\$14,447**

Indirect is calculated at the federally approved rate of 20.6% of total personnel costs.

Indirect costs include:

1. Bookkeeping/Payroll Expenses
2. Depreciation and Building Costs
3. Insurance, Legal and Accounting
4. Outside Services
5. Supplies and Minor Equipment
9. Other (Dues & Subscriptions, miscellaneous)

Vista Community Clinic's current Federally Negotiated Indirect Rate Agreement has been provided as a separate attachment.

Total (Year Three): **\$168,088**

Three –Year Grand Total: **\$ 500,000**

Project Abstract: Vista Community Clinic will leverage its success providing youth development programming and local gang prevention resources in order to decrease the number of local youth in or at risk of becoming involved with gangs. Students will be referred to the program by school personnel based on known gang association or risk factors such as a family member in a gang. The curriculum will be based on **evidence-based best practices:** *Effective Strategies for Providing Quality Youth Mentoring in Schools and Communities* and *The ABCs of School-Based Mentoring*. Twenty (20) adults will be recruited from existing local mentoring programs, colleges and partnering agencies. Each adult will be assigned three junior mentors from local high schools (60 junior mentors). Each junior mentor will be assigned a mentee from an elementary or middle school that feeds into these high schools (total of 60 mentees). Mentoring programming will include youth development training to build community factors protective against gang involvement and structured activities for academic enrichment and to local colleges and businesses for college and career development. Fulfillment of program objectives, including completion of program components and development of protective factors will be reviewed quarterly by staff, partners and community stakeholders.

Statement of the Problem: Gang problems are pervasive in north San Diego County, evidenced by ten active court injunctions against local gangs. According to the Oceanside Police Department, the City of Oceanside has 621 “full-fledged” gang members and approximately 450 “associates” -- those identified with a gang connection (Rushing, North County Times, 1/12/2007). Oceanside is home to at least a dozen gangs, (Sherman, San Diego Union Tribune, 1/27/2006) and the county’s first court injunction against identified gang members. There are currently four court injunctions against three Oceanside gangs. At the time of the first injunction there were ten murders in Oceanside in a two-year period attributed to the *Varrío Posole Locos*

(Moreland). Most recently, two Oceanside policemen have been murdered by gang members in the past four years (“Jury Begins Deliberations in Shooting of Oceanside Cop,” North County Times, November 5, 2008). The City of Vista initiated its first **gang injunction** against 89 members of the Vista Home Boys in 2005 and has an estimated 300 gang members (San Diego Union Tribune 7/1/2005), most of whom are members of the Vista Home Boys. Gang members from Vista participate in the protection of drug rings, tagging, theft, and other vandalism. Adjacent cities are similarly affected. San Marcos, the city immediately east of Vista, most recently brought an injunction against 93 gang members (North County Times, November 28, 2007). Escondido is home to three Latino gangs totaling just over 300 members, according to law enforcement officers, and has had multiple injunctions in place since 2001 (North County Times March 9, 2007). The City of Fallbrook is in the process of obtaining a gang injunction, also (please refer to attached map of the region).

Certain neighborhoods in these cities evidence risk factors for violence and other misdemeanor crimes. Per the most recent available data, Vista is among the top five school districts in San Diego County for dropouts (grades 9-12) (County of San Diego, 2001). In certain Vista neighborhoods (e.g., CT 195.03), the overall graduation rate for residents age 25 and above is 68%, but is only 39% for Hispanics (*U.S. Census 2000*), highlighting the potential for poverty and socio-cultural isolation among Hispanics in areas that may not present these characteristics generally. The City of Oceanside is in the top five law enforcement jurisdictions in San Diego County for juvenile arrests. In Oceanside there is a 54% high school graduation rate among persons 25 years and older in the targeted census tracts compared to 80.2% for the entire city and 76.4% for California (*U.S. Census 2000*). Projected school budget cuts targeting language teachers and special programs will have a detrimental effect on underserved students.

Local needs assessments: The Cities of Vista and Oceanside (project target catchment area) have both recently performed gang prevention needs assessments (attached). In 2008 the City of Oceanside completed a needs assessment for a State of California Gang Reduction, Intervention, and Prevention (GRIP) grant. The City of Vista performed its gang needs assessment in 2007 as part of a communitywide Weed & Seed project.

Operational definitions used to identify gangs: Local law enforcement (Vista Sheriff's Department and Oceanside Police Department) utilizes Department of Justice guidelines for processing police reports and information as the groundwork for their **gang-tracking systems**.

Gang affiliation may be determined by the following factors:

1. Subject admits to being a gang member.
2. Subject has tattoos or clothing that are only associated with certain gangs.
3. Subject has been arrested while participating with a known gang.
4. A reliable informant places the subject with a known gang.
5. Close association with known gang members has been confirmed.

The recent gang injunctions in the cities of Oceanside, Vista, Escondido and San Marcos **ban association** with known gang members, entry into injunction territories, wearing of gang colors, tagging, hand symbols, and other means of gang identification. Local gangs and peripherals display the letter "M" or the number "13" (M is the 13th letter in the alphabet) to signify membership, affiliation or support of the "Mexican Mafia." Blue rags, Dickie-brand shorts, pulled-up socks, and tattoos of three dots forming a triangle are also gang signs. Three vertical lines cut in one eyebrow is another indicator.

The Mesa Margarita neighborhood of Oceanside is home to four gangs including:

- ◆ Mesa Margarita Locos AKA Varrio Mesa Locos (VMS) – Hispanic;

- ◆ Arthur Street Bloods – Samoan;
- ◆ Deep Valley Crips – African American;
- ◆ Deep Valley Bloods – African American and Asian Pacific Islander.

The Oceanside schools selected for the proposed project are in the middle of these gang territories. Oceanside schools report a recent increase in school fights among both girls and boys, many of which are attributed to an increase in racial tensions and recruitment activities.

Effects of Gangs and Violence on Local Students: California Healthy Kids Survey data from 2007 illustrate the need among students in the Vista and Oceanside Unified School Districts for youth development activities such as mentoring that build resiliency and developmental assets, promote positive behaviors, and reduce the likelihood of gang involvement. There is a compelling need to provide youth with opportunities to build resiliency in the face of tremendous challenges at personal, familial, and environmental levels. Only one in ten 9th graders in district high schools feels safe at school. A third of 9th graders have been harassed or bullied at school, compared to one quarter of 9th graders state-wide. Nearly one in ten belongs to a gang at 12 and 13 years of age. Even at elementary school levels, only slightly more than half of students report feeling safe at school.

Documentation of attempts to deal with the problem: Community resources addressing the problem of youth gang involvement include the County Office of Probation, the County Sheriff (including Vista Sheriff's Department), and the Oceanside Police Department. Vista Community Clinic (VCC) is actively involved with the **North County Gang Prevention and Intervention Committee (NCPIC)**, a subcommittee of the North County Gang Commission, in an effort to coordinate efforts with law enforcement, schools, and other community agencies to intervene with youth at risk of gang involvement. Additional

coordinated gang prevention and intervention efforts include VCC's involvement in the **Oceanside Community Safety Partnership (OCSP)**, a collaboration of agencies including local city law enforcement, city staff, faith based organizations and youth serving agencies, and the **Latino Advisory Committee**, which provide support and community outreach to the San Diego County Sheriff's Department for the cities of Vista, Fallbrook and San Marcos. While injunctions have been useful in curbing territorial gang violence, they have displaced gang members, who have been forced to relocate outside their territories, resulting in an increase in gang violence in previously unaffected surrounding neighborhoods and cities. In response, law enforcement has shifted to a **regional approach** to address the relocation and monitoring of gang members and activities, and the County Board of Supervisors formed the **North County Gang Commission** in 2008. North County has also had an OJJDP Byrne Grant that provided a joint effort between North County law enforcement to address gang and crime along the State Route 78 corridor. The need for prevention service became more evident as law enforcement was addressing active gang members and finding many families, including minors in the very homes they were visiting. Law enforcement recognized a need for prevention services and supported efforts to address this.

Certain neighborhoods targeted for services by VCC evidence some of the highest poverty, crime, and teen pregnancy rates in the region. While current local youth development initiatives such as the VCC Project REACH after-school program have facilitated significant decreases in teen pregnancy, gang involvement, and youth violence, gangs and other negative influences remain a problem, and many students report that they do not feel safe in school. A majority of VCC client families are minorities working in low-paying jobs. This population -- the base of North County's burgeoning agricultural and service-sector economies -- faces myriad

barriers to healthcare and social service access including those related to poverty, language, culture, transportation, and education. The significance of these multiple, interweaving challenges fuels the disproportionately high rate of gang violence in the target catchment area.

Gang recruitment has been a problem at the VCC Project REACH and Junior REACH after-school youth development program sites in Oceanside and Vista. Youth participating in REACH report that gang members loiter in site parking lots to solicit new members. When REACH youth display gang signs, Project REACH staff uses the **opportunity to discuss gangs** openly during the after-school sessions. REACH program staff conducts teen and parent education sessions that provide families with an increased awareness of signs and risk factors of potential gang involvement through the San Diego County Office of Education: Safe Schools Unit and law enforcement personnel from probation, the Vista sheriff's department, and the Oceanside police department.

Project REACH was designed to increase community factors that are protective against the high rates of teen pregnancy in target neighborhoods. These protective factors have proven effective against other negative behaviors as well. VCC received violence prevention funding from 2005 to 2007 from SAMHSA, which enabled Project REACH to increase its **gang prevention activities**. The VCC Dad to Dad Connection, implemented in 2008, provides parenting education using older males as mentors for young Latino fathers referred by school districts and the San Diego County Probation Office.

District support for before- and after-school programming will be reduced or may even be eliminated in Fall 2009 due to State budget cuts and significant **cuts to compensatory education programs are expected**. Increases in class size and reduction in the number of

Special Education teachers will impact the quality of education, especially for students with barriers to learning such as poverty and language.

Community stakeholders include law enforcement, local school districts, parents, and health and social service agencies, including VCC. These stakeholders, through the **North County Gang Prevention and Intervention Committee (NCPIC)**, will be invited to review the curriculum for the proposed project and the proposed methods for identifying and recruiting mentors and mentees, and will have the opportunity to make program recommendations based on their experience with at-risk youth throughout the program period. Given the problems many local youth face, and the funding challenges faced by school districts, implementation of a youth mentoring program with the potential to decrease risk among at-risk youth has strong support from local stakeholders.

Research including unpublished data: The research survey “Social structure, life stress and depressive symptoms in a high school age population” (S. Gore, Aseltine et al, University of Massachusetts Center for Survey Research 2006) notes that “both boys and girls in low SES [socio-economic status] backgrounds are vulnerable to a wide range of stresses and support deficits” which can lead to depression, drug use, and antisocial behavior, also suggesting a link between low SES and gang involvement. No unpublished data is available.

Utilization of SMART mapping to demonstrate program placement in a community facing significant need: As demonstrated by the attached SMART maps and reports certain neighborhoods in the Cities of Vista and Oceanside exhibit factors for gang presence yet lack the gang prevention resources, youth development funding, and intervention infrastructure that exist in the County’s Central region. As an example, the attached SMART map labeled “Olive-Washington-VistaHS” demonstrates that the targeted schools serve the Townsite neighborhood

(CDI > 8). Resources in this area (a Weed & Seed grant site) include VCC, Lifeline, and the Vista Townsite Community Partnership. A SMART report was also generated for the census tract which includes Libby Elementary School in Oceanside.

Impact/Outcomes and Evaluation: Goals, Objectives and Performance Measures.

Goal #1: Decrease the number of local high school-age youth who become involved with gangs in the Vista and Oceanside Unified School Districts.

Process Objective 1.1. Within a period of three month establish partnerships with Vista and Oceanside Unified School Districts, County Office of Education (COE), Lifeline, and other community agencies in order to provide youth mentoring activities as demonstrated in the meeting minutes.

Process Objective 1.2: Within a period of three months a youth mentoring program utilizing the evidence –based best practice *Effective Strategies for Providing Quality Youth Mentoring in Schools and Communities* will be pilot tested at two local school districts, as documented through program data collection sources.

Process Objective 1.3: A minimum of 20 adults will be recruited and trained as senior mentors within three months as documented by training records.

Process Objective 1.4: A minimum of 60 high school students will be recruited and trained as junior mentors within three months as measured by training records.

Process Objective 1.5: A minimum of 60 students at two local middle school (6th through 8th graders) and/or two local elementary schools (4th and 5th graders) will be identified by school authorities as at-risk for gang involvement and matched to a senior-junior mentoring cohort (total of 60 student mentees) within a period of three months as documented by program records.

Process Objective 1.6: A minimum of 60 mentees and mentors will take part in paired and group activities designed to increase self-esteem, build trust, establish positive ties to community, and increase school success annually as documented by program records.

Process Objective 1.7: A minimum of 60% of participating youth will complete the youth development program requirements annually as measured by program records.

Outcome Objective 1.8: A minimum of 70 % of participating at-risk youth completing the program annually will demonstrate a minimum 10 % improvement in targeted behaviors (GPA, attendance), self-efficacy, resilience, and/or other protective factors as measured by school records (GPA, attendance.) and by pre- and post-surveys utilizing the Youth Risk and Resilience Inventory (YRRI -- Performance Measure-use of evidence based practice).

Discussion: The above objectives will provide data over the program period to assess program success in the context of the stated Performance Measures, including providing best practices, improving program function, the percent of youth exhibiting desired behavioral changes, and youth and mentor recruitment rates. The YRRI was designed to screen youth for the presence of risk factors; identify signs of emotional stress; and assess the impact of those factors and forces on the individual. External, interpersonal, and intrapersonal risk factors are also assessed. The YRRI also identifies resilience factors (protective factors or personal assets), including goal setting, persistence, and supportive relationships with peers and adults. Results and performance measures will be reviewed annually by stakeholders in order to make recommendations for program improvements in subsequent years.

Goal #2: Increase parental involvement in the lives of at-risk youth.

Process Objective 2.1: A minimum of 10 parents of at-risk youth at each of the targeted schools will participate annually in a minimum of four parenting education activities designed to increase

their parenting and communication skills, and their involvement with their children's high school success, as documented by session sign-in sheets.

Outcome Objective 2.2: A minimum of 70 % of parents of at-risk youth at the targeted high schools completing the minimum parenting education activities will report an increased knowledge of good parenting and family communication annually as measured by the Parenting Education Program (PEP) post-survey.

Discussion: Project REACH implemented a component of parent outreach and training in 2007 in order to increase "buy-in" and participation among REACH parents, many of whom have little time for parenting in the context of meeting basic family needs. This strategy has proven highly effective in increasing youth participation rates in Projects REACH and Junior REACH. The PEP curriculum is used to improve family communication skills. The PEP curriculum and survey are derived from the evaluations of two evidence-based best practices marketed by the Channing Bête Company.

Goal #3: Improve the performance of the VCC youth mentoring program.

Process Objective 3.1: Conduct evaluation activities each program year to measure project outcomes as documented through survey instruments and evaluation data reports.

Process Objective 3.2: Conduct research and performance review activities each program year to determine methods for program quality improvement.

Process Objective 3.3: Develop and present a review of the program curriculum, lessons learned, and successes to encourage other agencies to replicate the VCC program by the end of Year Three.

Outcome Objective 3.4: A minimum of 75% of mentor relationships will be sustained for a minimum of two years as documented by project records.

Discussion: These objectives are designed to improve the performance of the VCC youth mentoring program by utilizing an evaluator experienced with youth development; by engaging program partners and community stakeholders to regularly review program performance and make recommendations for improvements; and by providing ongoing training and support activities for mentors to increase retention rates to the two-year benchmark proposed by OJJDP.

Project Design and Implementation: The proposed project will establish an after-school youth mentoring program in conjunction with provision of a variety of youth development activities in the Vista and Oceanside Unified School Districts (VUSD and OUSD). The project will leverage existing youth development, mentoring, and parenting resources, including the VCC Projects REACH and Junior REACH, school-based youth development programs, and North County Lifeline's experience with parenting and mentoring programs, to offer effective interventions that will increase protective factors among at-risk students. The program will ensure that youth development and mentoring activities are provided for all students referred by the district as program capacity allows. The proposed mentoring program will provide a supportive environment where participants are exposed to positive role models (adult and peer mentors) to increase self esteem, and help them to make sound decisions regarding their future. Through a parent education component, parents and caregivers of these at-risk teens will gain the tools they need to improve family communication and build mutual trust. The parent education program is designed to increase the involvement of the parents of the at-risk teens by making them aware of the difficulties that teens face, introducing them to the warning signs of gang involvement and other negative behaviors, and strengthening family relationships by improving family members' communication skills. The parenting curriculum is provided in English and Spanish and has

been reviewed for cultural competence. Supplementing mentoring program activities with effective, structured youth development components offers several advantages:

- Participating youth receive support for development of protective factors on a regular, structured basis using proven methods;
- Mentors receive education on development of protective factors during program hours;
- Participating youth, including peer mentors, are supervised by responsible adults at all times, whether or not an assigned senior mentor is present;
- Group activities are not dependent on the presence of individual mentors; and
- Participating youth receive support from multiple mentors, including their assigned mentors, and adult program staff during youth development and group activities.

Building Protective Factors: At-risk youth will be referred to one of several existing youth development programs in order to build protective factors against gang involvement. The San Diego County Office of Education offers “Promoting Achievement and Student Success” (PASS) case management & intervention programs at five of the six schools selected for the project during school hours only. Those participating youth that are attending schools with no youth development programs or for whom after-school programming is a better fit will be referred to community based programs, including existing after-school programs at VCC and at North County Lifeline. Currently, Project REACH targets high-risk male and female youth ages 12-18 with a successful, comprehensive, culturally and linguistically appropriate intervention designed to reduce risk factors and increase protective factors related to high-risk behaviors such as early sexual activity, community and intimate partner violence, school dropout, drug use and risk of gang involvement. Project REACH currently operates out of two comfortable, home-like sites, one in the Townsite neighborhood of the City of Vista, and one in the Mesa Margarita

neighborhood in the City of Oceanside. Junior REACH provides similar activities for at-risk youth **ages 9-12** in both cities and will provide youth development activities and curriculum for the selected elementary schools.

VCC implemented Project REACH in 1996 to help overcome cultural and other barriers that lead to teen pregnancy. By using a holistic, wraparound program model (Children's Aid Society/Carrera model; a **best practice** in youth development) Project REACH has been proven highly effective at delaying the onset of sexual activity. This model has **proven effectiveness** in increasing protective factors that have been shown to ameliorate **other** risk behaviors, including gang involvement and substance abuse. Program components such as academic assistance, comprehensive reproductive health education and linkage to primary healthcare services, communication and life-skills training, service learning, and associations with positive adult role models build self-esteem and improve participants' chances for success in life. Given the strong presence of gangs in north San Diego County, Project REACH has added gang prevention as a core objective. North County Lifeline also provides youth development/gang prevention programming. Topics are offered in group settings and/or curriculums and include Decision-Making, Alcohol, Tobacco and Other Drugs Prevention, Anger Management, Anti-Theft, Gang Diversion, Conflict Resolution (mediation skills), Social Skills, Youth Transition Skills (independent living skills), Employment Readiness, and Leadership and Positive Youth Development.

Mentoring Activities: The proposed mentoring program will utilize the **Effective Strategies for Providing Quality Youth Mentoring in Schools and Communities** series as a template. Program activities and shared responsibilities will be outlined in **Memoranda of Understanding** (attached) with VUSD and OUSD. Job descriptions for the staff positions to be

created, with a bilingual/bicultural background preferred, have been developed and are attached.

The VCC **Program Manager (PM), Project Coordinator (PC-to be hired), and Case Manager (CM-to be hired)** will meet with the school districts to discuss the program implementation plan and to resolve any logistical problems that might arise during the three-month planning stage. One faculty member or counselor will be designated by each school to act as **School Liaison (SL- in kind)** to promote the program to faculty and parents, and to link at-risk youth and potential junior mentors to the program. The San Diego County Office of Education will also be a resource for referral, case management, and follow-up services through the PASS Program currently existing at five of the six target schools. PASS will assist in the outreach to at-risk students and will encourage students to participate in this mentoring program.

The PC will plan, coordinate, publicize and schedule events and activities for mentoring cohorts to be lead by the senior mentors. A van will be made available by VCC to facilitate these trips when necessary. The PC will leverage VCC Human Resources and the contacts and resources of partnering agencies including local colleges, to obtain venue passes and access for academic enrichment, college exploration and preparation, and career development activities for the mentoring cohorts.

Senior mentor recruitment and training: Adults will be recruited as senior mentors through existing mentoring programs at North County Lifeline, through existing relationships with local junior colleges, through the San Diego County Office of Education (COE), and through Vista Community Clinic's other contacts and partnerships throughout north San Diego County. Department of Justice background checks will be performed for all potential mentors by the VCC Human Resources Department, which screens all employees who work with school districts, utilizing the LifeSCAN fingerprinting process. The PM and PC will discuss training

and service commitments, number of expected service hours, types of activities involved, and methods of recognition, and will present a brief overview of the training curriculum, as outlined in *The ABCs of School-Based Mentoring*, which provides an excellent guide for mentor training and retention activities (published by The Hamilton Fish Institute on School and Community Violence & The National Mentoring Center at Northwest Regional Educational Laboratory-revised 2007). Mentors will also receive Gang Awareness and Prevention Strategies Training to ensure that they understand gangs and their impact on youth and families

Junior mentor recruitment and training: The SL will identify older youth (10th to 11th graders) with strong leadership skills, good grades (minimum GPA of 2.5), post-secondary education goals, and the willingness to serve, referring them to the PC for recruitment and training as junior mentors. This mentoring opportunity will be publicized throughout the schools, stressing school service learning requirements, the chance for a flexible schedule, and the opportunity to serve their schools. The PM and PC will discuss training and service commitments, parental permission, number of expected service hours, types of activities involved, and methods of recognition, and will present a brief overview of the training curriculum, as outlined in *The ABCs of School-Based Mentoring* as stated above. Mentors will be provided with 12 hours of initial training on boundaries, self-disclosure, trust building, goal setting, and tutorial assistance. Mentors will be supplied with reading materials from *The ABCs* designated for potential mentors and describing program expectations. As mentors are assigned to mentees, they will receive up to an additional eight hours of training on child abuse detection, gang awareness and prevention strategies, problem solving, peer to peer relationships, time management and self-care, and program policies and procedures.

Mentee referral and orientation: The SL and school administrators will identify at-risk elementary and middle school students based on gang involvement and related risk factors (e.g. older sibling in gang, displaying gang signs). The PC and SC will describe the program goals, activities, mentoring relationship, and expected outcomes to potential participants. Their parents also will participate in this orientation sign permission slips, and release student records to program staff. Parents will remain informed of their student's progress via monthly telephone contacts with the Case Manager and receive quarterly written progress reports.

The Case Manager (CM) will work with individual referred students and their parents, making sure that they receive the referrals they need to deal with problems that may affect program outcomes for the youth, including domestic violence, substance abuse, the loss of a parent's job, an older sibling's gang involvement, and other issues. The CM will refer the students to youth development programs at their schools, at Project REACH or Junior REACH, or at North County Lifeline and track their performance to make sure they complete the components on gang prevention, substance abuse, and decision-making. The CM will refer students and family members to VCC community partners such as the Women's Resource Center for domestic violence intervention; North County Solutions for Change for substance abuse treatment; or the Vista Townsite Community Partnership for job training, as needed. Finally, the CM will monitor and facilitate the mentoring relationships to ensure that regular mentoring activities are occurring, that mentoring matches are compatible, and to ensure that these relationships last a minimum of two years and are positive experiences for participants.

How program design will facilitate data gathering on performance measures: Students' grade point average (GPA), days of school missed, truancy, disciplinary action, enrollment or drop out status, known gang involvement, school substance abuse violations, and other

performance indicators will be tracked over the program period. The school districts have agreed to supply this information, and parents will be required to sign information releases. Short- and medium-term objectives will address program attendance and completion of established youth development curriculum components such as substance abuse prevention and communication skills training, and development of protective factors (as measured by administration of the YRRI). The PC and CM will also track mentor participation, including start and completion dates, and hours of participation in mentoring activities, and will ensure that mentors' participation is acknowledged and included in their resumes and student records.

How the program will fulfill its goals and objectives: The proposed mentoring program will fulfill the goals and objectives outlined above by engaging students and parents in activities that are designed to increase protective factors in the participating at-risk students and improve family communication. A key advantage of providing structured after-school programming in conjunction with a mentoring component is that, while individual mentors may leave during the program period, the mentees will still have a support system of adult role models and receive youth development programming until a new mentor can be assigned.

Evaluation activities: Project staff will conduct surveys utilizing the Youth Risk and Resilience Inventory (YRRI-Roberts 2006) at intake and at six- and twelve-month intervals to determine youth risk and resilience. The YRRI is utilized locally by North County Lifeline (a REACH community partner) and the San Diego County Office of Probation (Letters of Support attached). Additionally, the project will track changes in school performance. Quarterly Performance Measure reporting will be provided to OJJDP. Project staff will conduct six month follow-ups with teens who have completed or left the program to determine the success of measures to prevent gang involvement, and to increase successful transition and high school completion. The

School Liaisons (SL) will provide data to track students' school success, recidivism, involvement with law enforcement, and school disciplinary measures as indicators of program success.

Changes in performance measures such as development of protective factors and mentor and mentee retention will be tracked over the three-year grant period. Program performance will be reviewed by stakeholders, including staff, school administrators, mentors, mentees, parents, and community partners on an annual basis. Recommendations will be made for program improvement, with changes made in Years Two and Three based on their recommendations.

Activities throughout the funding period: All activities will occur throughout the whole of the funding period, including referral of at-risk students to the program and recruitment and training of mentors. Activities include structured youth development for all students referred to the program plus structured activities for mentoring cohorts (senior mentor/junior mentor/mentees) to include visits to museums and other cultural venues for academic enrichment; and field trips to local colleges and businesses for college preparation and career development. A three month planning period will be necessary to hire and train staff, familiarize school administrators with the curriculum, promote the program, begin recruiting students as participants and mentors, and complete mentor training. Assuming an October 1, 2009 start date, a pilot program will be implemented during the Spring 2010 semester (by January 2010). Full program implementation will be in Year Two (August 2010). Performance reviews by community stakeholders will inform changes to program design for subsequent years.

Mentors will meet with and/or contact their assigned mentees on at least a weekly basis, with a sustained two-year relationship being the goal. Mentors will receive a schedule of group activities and a list of suggested single activities to attend with their mentees, and will be eligible

for a partial stipend to help cover the costs of museum entry, food, mileage, and other expenses incurred during mentoring activities. A VCC van will be available to facilitate group activities.

Sustainability: Based on the collaborative partnerships to be developed for the proposed program, VCC anticipates that it will be able to maintain the mentoring program beyond the funding period, and will therefore continue to accept referrals and recruit and train mentors throughout the entirety of the program period. The expansion of the scope of VCC youth development programming to include an evidence-based youth mentoring component with proven effectiveness and a strong evaluation will increase the potential for grant solicitation and other modes of revenue generation, such as reimbursement for services from school districts, and city and county agencies. Stronger community partnerships with local school districts, city and county governments, police and sheriff's departments, community colleges, and other youth service agencies will result from the proposed project, increasing the program's marketability for future grant funding. The Vista and Oceanside City Councils; the San Diego County and Vista Sheriff's Departments; Oceanside Police Department; Vista and Oceanside School Districts; the North County Gang Prevention and Intervention Committee; the U.S. Attorney's Office; County Supervisor Bill Horn; the San Diego County Department of Probation; the San Diego County Office of Education and other agencies strongly support the efforts of Project REACH to provide gang prevention programming in at-risk neighborhoods. Finally, the proposed collaboration with VUSD and OUSD will have the effect of increasing the visibility of Project REACH in the community and among school-age youth, thereby increasing participation in youth development programming in the region.

Logic Model and Timeline: provided as separate attachments;

Capabilities/Competencies:

Roles and responsibilities of project staff: **Project Director – 0.05 FTE:** [REDACTED] is the Assistant Director of the Health Promotion Center and will serve as the Project Director, providing direct oversight of the Program Manager, reviewing reports, supervising data collection, coordinating evaluation activities, reporting, and providing hiring and personnel activities as required. **Program Manager – 0.10 FTE:** [REDACTED] will be the Program Manager (PM) for the proposed project, with responsibility for the development, implementation and evaluation of the youth mentoring program, and for implementation of after-school programming activities in support of the success of the mentoring initiative. [REDACTED] will have primary responsibility for meeting grant obligations, interacting with funding agencies, providing technical assistance and disseminating program results, and fulfilling all reporting requirements. **Project Coordinator – 1.0 FTE:** A bilingual Project Coordinator (PC-to be hired) will be responsible for overall project coordination and will oversee day-to-day implementation of the mentoring program and management of project and youth development program staff. The PC will assist in the oversight of all evaluation activities, complete all mentor trainings, and track mentor and teen participation and completion of program requirements. The PC will act as staff liaison to community partners, school personnel, and program staff, and will be responsible for preparing all reports. A **0.5 FTE bilingual Case Manager (CM)** will be hired to ensure that students receive and complete youth development programming, ensure that students and their families receive needed referrals to social services, monitor mentor relationships, and assist the PC with mentor trainings and support activities. Resumes and job descriptions are attached.

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School Liaisons (six positions-in kind): School Liaisons (SL-designated faculty or school counselors-elementary, middle and high schools) will collaborate with mentoring staff to identify

and refer at-risk elementary (4th and 5th grade) and middle school (6th through 8th grade) students for the proposed mentoring program, including participating in the planning process. They also will identify and refer “acclimated” older teens (10th- 11th graders) as mentors, based on their school performance, self-efficacy, and willingness to perform community service, and advise staff on the “matching” process. The SL will also assist mentoring program staff to obtain any school records needed to evaluate program success, and will promote the program to faculty, parents, and students. The SL will assist project staff in review of program evaluation data and will recommend changes for ongoing program improvement and Performance Measures for Years Two and Three.

Evaluator: The project evaluation will be subcontracted to EvalCorp Research and Consulting. EvalCorp has extensive expertise in formative and summative evaluation design and implementation, data collection and analysis, has experience in program areas that include education, alcohol and other drug treatment prevention, and criminal justice, and is currently providing evaluations for Project REACH and the VCC Teen Cyber Educators Program.

Program’s organizational structure and operations: Participating schools were selected in each district based on need and on student flow from elementary to middle to high school. At OUSD, the selected grade school, Libby Lake Elementary, feeds into Chavez Middle School which sends graduates to El Camino High. At VUSD, Olive Elementary feeds into Washington Middle School, which in turn feeds into Vista High. The mentoring structure will be as follows: Twenty senior mentors will each oversee three youth mentors from one of the two high schools. Each youth mentor will be matched to one at-risk student from either an elementary or middle school that feeds into the youth mentor’s high school. Selection of these particular schools will ensure that the mentoring relationship can be easily sustained even when

mentees graduate from elementary or middle school. The proposed youth mentoring project will also provide after-school activities for mentoring pairs, leveraging existing youth programming in the participating schools (21st Century ASSETs), the VCC Project REACH and Junior REACH youth development programs, and North County Lifeline's youth programming to support development of protective factors against gang involvement. Project REACH program components include gang and violence prevention, substance abuse prevention, comprehensive reproductive health education, art classes, field trips, community service learning, and daily tutoring assistance.

A full summer schedule will be offered. It is assumed that the majority of participating students (mentees) will be academically deficient and will require summer-school courses. By providing youth development programming, including group activities and interaction with other mentors and after-school program staff during summer sessions, the academic progress that participating youth have made during the school year will be reinforced.

The project will utilize several strategies to retain mentors. Regular recognition of their mentoring service will be provided, and written records of their service hours will be provided to them for use with resumes and college applications. Mentors will also meet monthly with project staff to discuss issues that arise during mentoring activities in order to anticipate and prevent mentor burnout. Quarterly team-building activities will increase mentors' commitment to the program, prevent burnout, and provide further training on working with high risk youth.

An initial home visit and interview conducted by the Case Manager will help staff assess family needs and problems. The Case Manager will make referrals in areas of health, social services, housing, job training, and other resources as needed. Parents will be required to provide permission for their children to participate in program activities and will sign releases of

student records for evaluation purposes. The Case Manager will contact parents of at-risk participants (mentees) by telephone on a monthly basis. Parents will participate in existing group sessions provided for Project REACH utilizing the Parenting Education Program (PEP), which includes the bilingual “Can We Talk?” and “Guiding Good Choices” curricula (these Channing Bete products are evidence-based and best practices) to help them develop family communication skills or similar Parenting classes at Lifeline. These curricula are designed to promote family discussions about alcohol, drug use, and teen pregnancy prevention, but have the additional effect of improving family communication on other topics as well.

How project will be managed and staffed: The Project Director oversees project operations, including evaluation, personnel issues, and grant reporting. The Project Manager reports directly to the Project Director and ensures that the program meets all grant requirements, supervises the Project Coordinator, and oversees evaluation and program development activities. The Project Coordinator is responsible for the day-to-day management of the program, and directly oversees all program activities and staff. The CM reports directly to the PC and ensures that individual students referred for mentoring and their families receive support for program success through completion of youth development programming and referrals to social services as needed.

Key Staff: [REDACTED], M.P.H., is Director of the VCC Health Promotion Center and has oversight of Projects REACH and Jr. REACH. [REDACTED] is bicultural and bilingual and has been with VCC since 1988. [REDACTED], Ph.D., is the Assistant Director of the Health Promotion Center and Project Director for Projects REACH and Jr. REACH. [REDACTED] has been with VCC since 2006, is multilingual, has a strong background in research and grants management, and will be Project Director for the proposed project. [REDACTED] is Program Manager for both Project REACH and Junior REACH. [REDACTED] a first-generation Latina, has

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her M.A. in counseling psychology and brings extensive training and experience in mental health, substance abuse treatment, domestic violence, and youth violence prevention to her current position as Program Manager. [REDACTED] has been with VCC since 2004, first as REACH Youth Violence Prevention Coordinator, then as Program Manager for Projects REACH & Jr. REACH, the Teen Cyber Educators: Internet Safety Program, Tween to Teen Youth Development & Violence Prevention Program, Relationship Skills training program, and Project H.A.C.E.R., providing reproductive curriculum education in local schools and youth serving agencies. Resumes are attached. **A 1.0 FTE bilingual Project Coordinator (PC)** will be hired to manage day-to-day program activities. In addition, one faculty member from each school site (School Liaison) will be assigned by the school district (in-kind) to refer and recruit students as participants and mentors to provide access to student records for tracking purposes, and to review program performance. **A 0.5 bilingual FTE Case Manager (CM)** will be hired to work with referred students, monitoring the mentoring relationships, ensuring that youth referred to the program are linked to youth development programs in their schools (or at Project REACH/Jr. REACH or at North County Lifeline if necessary). All staff hired and potential mentors must exhibit a desire and ability to effectively work with at-risk youth, and must pass all background checks. Job descriptions for the Project Coordinator and Case Manager positions are attached.

Collaboration with schools: Vista and Oceanside Unified School Districts will provide School Liaisons at each school to identify and refer at-risk youth to the mentoring program and to recommend mentoring matches. The School Liaison (SL) and district staff will participate in planning activities, including review of the curriculum, schedule, and activities, and recommend program changes as needed. The SL will meet bi-monthly (or more often as needed) with project staff to report on the progress of individual students participating in the program, to raise

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issues that arise with recruitment and retention of mentors, and to receive progress reports from the after-school program staff. The monthly meetings will be utilized to review the program, decide if any adjustments are necessary, and to enact programmatic changes. The SL will provide reports on individual mentee performance measures such as GPA, discipline problems, dropout, arrest, gang involvement, or other reasons for failure to complete the program.

Program Partners: VCC will subcontract to North County Lifeline, Inc. (Memorandum of Understanding attached) to provide youth development programming, including gang prevention, substance abuse prevention, and decision-making for those youth whose schools do not have youth development activities or who cannot easily access either Project REACH site. North County Lifeline (subcontract) offers more than 40 different programs to address social problems including delinquency. NC Lifeline provides gang prevention; youth and family counseling; teen groups on substance abuse prevention, decision making, and anger management; parenting classes; after school programs; and emergency assistance (food, shelter, transportation, and clothing); to name just a few. The subcontractor, North County Lifeline, will provide eleven 6-8 week psycho-educational group sessions at Jr. Mentorship high schools and at selected Middle and/or Elementary school mentee sites. They will also provide two “Parenting Difficult Teens” education course for parents, one at each high school to include other mentorship sites. As subcontractor, Lifeline will maintain program attendance and participation records and forward reports to VCC program staff as needed. The San Diego County Office of Education will partner as a resource for referral, case management, and follow-up services through the PASS Program currently existing at five of the six target schools.

Additionally, Project REACH will partner with M.E.Ch.A. (*Movimiento Estudiantil Chicano/a de Aztlán*), a Chicano student group at California State University, San Marcos (CSUSM) to

provide mentoring and tutoring for participating students. One of M.E.Ch.A's goals is to increase the number of Latino/a students who pursue higher education. Their collaboration has resulted in the realization for current REACH students that college is a realistic goal for them. M.E.Ch.A will publicize the mentoring program on the CSUSM campus and draw on its membership for recruitment of adult volunteers.

Finally, VCC will form a new partnership with Palomar Community College to provide participants with college preparatory activities. Palomar College maintains two Gear Up and three TRIO programs designed to "increase a college-going culture in local high schools with non-traditional and under-represented students." The program will also be publicized at Palomar College in order to recruit adult mentors. Letters of support are attached.

Health Agency Partnership: VCC, the parent organization of Project REACH, and a nonprofit community health clinic organization, will provide a linkage to a medical home for participating youth and families. Program and school staff will refer students and parents to VCC and its network of health and social services, including well-child visits and preventive screenings; family planning and Teen Clinic services; Food Stamp Program and public insurance enrollment assistance; and Spanish-language parenting classes, (e.g. the VCC Dads' Club) currently being provided by VCC health education staff.

Business Community Partnership: VCC has the capacity to provide job training and career development activities in the form of apprenticeships, job shadowing, entry-level health career training, the Teen Clinic Peer Provider Program, the Teen Cyber Educator Program, and numerous opportunities for service learning through volunteering in existing community health programs. Program staff will explore partnerships with local businesses in order to provide additional opportunities for career development.

Experience and capability of applicant organization to manage the program with federal funding: Vista Community Clinic (VCC) was founded in 1972 by community volunteers with a mission “to provide quality health care and health education to the community focusing on those facing economic, social, or cultural barriers.” With five state-of-the-art clinic sites in the cities of Vista and Oceanside, California, VCC providers served more than 52,000 patients in 218,000 visits in 2008. Operating with a \$28 million organizational budget and more than 465 employees, VCC provides a comprehensive array of primary healthcare services including prenatal care and obstetrics, pediatrics, women’s health, family and internal medicine, dental, and teen clinics for underserved, low-income families at low cost or no cost.

In addition, 60 clinical and health promotion programs reach more than 100,000 residents annually with education on chronic disease prevention and healthy behavior choices. These programs include nutrition education, disease prevention and management programs, alcohol, tobacco, and other drug prevention education, HIV/AIDS education and case management, and age-appropriate prevention and health education and intensive after-school programs for at-risk youth that encompass a holistic approach to youth development.

VCC is governed by an 18-member volunteer Board of Directors to whom the Chief Executive Officer reports. Barbara Mannino, M.B.A., M.Ed., is the CEO of Vista Community Clinic, having served VCC since 1983. VCC currently manages more than 100 contracts for service from federal, state, county, and city governments, and commercial and private foundation grants. VCC undertakes rigorous independent financial audits on an annual basis, which have demonstrated its lasting fiscal security and sound management systems. **Current grants** funding the Project REACH after school program are listed below:

Financial support for Project REACH (existing off-site program)	Amount
CA DHS Community Challenge Grant (thru 2010)	\$127,000/year

Leichtag Foundation (one year)	\$80,000
Green Foundation (one year)	\$20,000
Boys & Girls Foundation (one year)	\$10,000

Prior experience with similar programs: VCC offers a **continuum** of services to youth that encompasses **a)** comprehensive after-school youth development programming with a focus on teen pregnancy, and violence and substance abuse prevention that seeks to reduce the socio-economic and personal risks associated with problem behaviors and negative health and social outcomes; **b)** comprehensive sexuality and reproductive health education for teens in local high schools and community programs; and **c)** clinical services dedicated to teen reproductive health and adolescent mental health provided in an empirically tested peer provider model. The table below summarizes VCC’s experience designing and implementing programs serving youth.

- **Project REACH** (1996-current) is an after-school program designed to reduce the incidence of teen pregnancy, youth violence, and substance use; and increase protective factors among at-risk teens in Vista and Oceanside by improving parent/teen communication skills, improving life skills, providing academic assistance, service learning projects, violence prevention education and training, and age-appropriate reproductive education.
- **Junior REACH** (2002-current) is an after-school program designed on the above model providing comprehensive youth development services to at-risk youth ages 9-12.
- **Project H.A.C.E.R.** (1992-current) provides state-mandated reproductive health education in public schools, encouraging north San Diego County teens to postpone sexual intercourse, reduce the number of sexual partners, and use reliable contraception consistently through eight-hour presentations in local middle and high schools in six districts.
- **Teen Clinics** (1992-current) provides healthcare and reproductive counseling using the peer provider model.

- **Teen Cyber Educators (TCE)/Internet Safety Project** (2007-current) is a peer training and education program that trains high school students to conduct a 5-hour curriculum of informative presentations to students, parents and educators on safe use of the internet, cyber-bullying, online dating dangers and internet gang recruitment, customized to each school community. Peer educators are provided with 20 hours of training on the curriculum.
- **Dads' Club** (2007-current) provides child development training, parenting skills education, and other educational activities designed to increase the involvement of **Latino** fathers in their children's health and education outcomes. A new program component, the **Dad to Dad Connection**, implemented in 2008, is designed to bring young fathers (to age 25) into the Dads' Club, where they are mentored by older men who have completed the program. The program's target populations are the partners of girls enrolled in special programs for teen mothers at local high schools and young fathers in the San Diego County Probation system.

VCC has received funding from SAMHSA (Drug-Free Communities Program), funded originally by OJJDP and which VCC operated successfully for ten years. Currently, VCC is funded by the SAMHSA STOP Act to continue the environmental change work originally implemented through the Drug Free Communities Program.

Applicant's knowledge and experience related to youth development: VCC has more than 13 years of experience implementing comprehensive youth development programs for at-risk youth in Vista and Oceanside, CA, through Project REACH and Jr. REACH. These programs' goals and activities over the past decade have targeted factors that contribute to problem behaviors, such as inadequate education, limited career opportunities, lack of communication skills and limited opportunity to participate in recreational activities. Program components such

as life-skills and communication skills training, academic assistance, and service learning, designed to build protective factors, can also be effectively applied to prevent gang involvement, substance abuse, and other negative behaviors. To impact the local gang problem, Project REACH added a youth violence prevention component in 2005 (funded through 2009), including working with youth who have entered or are at risk for entering the juvenile justice system. The Teen Cyber-Educator/Internet Safety Project arose from the perception that Project REACH youth were at risk for cyber-bullying, gang recruitment, predator victimization and identity theft because of their constant, unsafe use of Internet social networking sites and cell phone text messaging. In its first phase the two-hour presentation was provided to more than 2,500 local students, more than 300 parents, and hundreds of school staff at three school districts. In its second year, the Internet Safety Project added a train-the-trainer component and expanded its curriculum to allow REACH participants and other youth to be trained and supported to provide a five-session Internet Safety peer educator presentation. The five session Teen Cyber Educators presentation has reached more than 1,300 students at 30 middle and high schools in San Diego County and over 600 parents, community members and service providers.

OJJDP Gang Prevention Youth Mentoring Project Timeline-2009-2012

Vista Community Clinic

Month	Project Goal	Related Objective	Activities	Expected Completion Date	Person(s) Responsible
YEAR 1					
Year 1 Month 1- Pilot	Decrease the number of local students who join or belong to gangs in north San Diego County.	Within a period of three months establish partnerships with Vista and Oceanside Unified School Districts, County Office of Education (COE), Lifeline, and other community agencies in order to provide youth mentoring activities.	Set up planning meetings to discuss strategies, expected activities, responsibilities of partners, draft and sign final version of Memoranda Of Understanding (MOU) with VUSD, OUSD, SDCOE, Gang Prevention and Intervention Committee (PIC), and finalize contracts with North County Lifeline and Evalcorp (evaluator).	Year 1 End of Month 3	CEOs of VCC and Lifeline, Supts. of VUSD/OUSD, COE, Project Director (PD), Program Manager (PM), PIC, Evalcorp (EV)
Year 1 Month 1	Decrease the number of local students who join or belong to gangs in north San Diego County.	Within a period of three months a local youth mentoring program will be piloted at two local school districts as documented by training records.	Hire Project Coordinator (PC) and Case Manager (CM) train on selected evidence-based mentoring curriculum; Purchase materials and supplies; Develop mentoring program activity schedule; and training and support schedule and curriculum.	Year 1 End of Month 3	PD, PM, PC, CM, School Liaison (SL)
Year 1 Month 2	Decrease the number of local students who join or belong to gangs in north San Diego County.	Within a period of three months a minimum of 20 adults will be recruited and trained as senior mentors within three months as documented by training records.	Recruit 25 adult mentors from partnering colleges and from local service agencies with existing mentoring programs. Test and certify 20 senior mentors.	Year 1 End of Month 3	SL, PM, PC, CM PM, PC, CM, Lifeline
Year 1 Month 3	Decrease the number of	Within a period of three months a minimum of 60	Recruit 75 junior mentors at local high schools.	Year 1 End of Month 3	PC, SL

Month	Project Goal	Related Objective	Activities	Expected Completion Date	Person(s) Responsible
	local students who join or belong to gangs in north San Diego County.	high school students will be recruited and trained as junior mentors within three months as documented by training records.	Test and certify 60 junior mentors and match with senior mentors to form mentoring cohorts.		
Year 1 Month 3	Decrease the number of local students who join or belong to gangs in north San Diego County.	A minimum of 60 students at two local middle schools and/or two local elementary schools will be identified by school authorities as at-risk for gang involvement and matched to a senior-junior mentoring cohort (total of 60 student mentees) within a period of three months as documented by program records.	Refer 75 at-risk elementary and middle school students to mentoring program. Match at-risk students with trained mentor cohorts.	Year 1 End of Month 3	PC, CM, SL
Year 1 Month 6	Decrease the number of local students who join or belong to gangs in north San Diego County.	Annually a minimum of 60 mentees and mentors will take part in paired and group activities designed to increase self-esteem, build trust, establish positive ties to community, and increase school success as documented by program records.	Pilot year-round mentoring program at four local elementary and middle schools that feed into the two selected high schools; Link at-risk youth (mentees) to existing youth develop programs in their schools, at VCC Project REACH or at Lifeline, providing tutoring, life skills training, communication skills training, career development, service learning, arts and cultural activities, etc., designed to increase school success and decrease likelihood of gang involvement.	Year 1 End of Month 12	PM, PC, CM, staffs of partnering after school programs
Year 1	Decrease the	A minimum of 70 % of	Track GPA, attendance, and perform pre-	Year 1	PM, PC, CM,

Month	Project Goal	Related Objective	Activities	Expected Completion Date	Person(s) Responsible
Month 6	number of local students who join or belong to gangs in north San Diego County.	participating at-risk youth completing the program annually will demonstrate a minimum 10 % improvement in targeted behaviors (GPA, attendance), self-efficacy, resilience, and/or other protective factors as measured by school records (GPA, attendance) and by pre- and post-surveys.	post-tests utilizing the Youth Risk and Resilience Inventory (YRRI)	Month 12	SL
Year 1 Month 3	Increase parental involvement in the lives of local youth at risk for gang involvement.	A minimum of 10 parents of at-risk youth at the targeted schools will participate annually in a minimum of four parenting education activities designed to increase their parenting and communication skills, and their involvement with their children's high school success, as documented by session sign-in sheets.	Publicize Parents' Nights at PTA meetings, through take-home fliers, etc. and schedule monthly.	Year 1 Month 12	PM, PC, CM, SL
Year 1 Month 6	Increase parental involvement in the lives of local youth at risk for gang involvement.	Annually a minimum of 70 % of parents of at-risk youth at the targeted high schools completing the minimum parenting education activities will report an increased knowledge of good parenting	Provide parenting training sessions utilizing "Parent Education Project (PEP)" curriculum at Parents' Nights scheduled on a monthly basis throughout the school year.	Year 1 Monthly ongoing	Health/Parent Educator (HE), Subcontract-Lifeline

Month	Project Goal	Related Objective	Activities	Expected Completion Date	Person(s) Responsible
Year 1 Month 6	Improve the performance of the VCC youth mentoring program.	and family communication annually as measured by the Parenting Education Program (PEP) post-survey. A minimum of 75% of senior and junior mentors will be retained through the end of each program year as measured by project records.	Provide support programming for senior and junior mentors to include regular recognition of their service, team-building activities, monthly group sessions to discuss and address problems and concerns in order to maximize the number of mentor cohorts that last a full two years.	Year 1 End of Month 12	PM, PC, CM, Lifeline, COE
Year 1 Month 6	Improve the performance of the VCC youth mentoring program.	Conduct evaluation activities each program year to measure project outcomes as documented through survey instruments and evaluation data reports.	Track number of at-risk youth referred to program; Track number of adults recruited to be senior mentors. Track number of older youth recruited to be junior mentors. Track number of adults trained as mentors. Track number of youth trained as mentors. Track number of at-risk youth matched with trained mentor cohorts. Track mentor tenure. Track program success as number and percent of participating youth who show improved self-esteem, avoidance of gang involvement, arrest, and other negative behaviors.	Year 1 End of Month 9; End of Month 12	PD, PM, PC, CM, SL, after school program staff, Lifeline, EV
Year 1 Month 3	Improve the performance of the VCC youth	Conduct research and performance review activities each program year to determine methods for	Review program success quarterly (what works, what does not), review individual progress, integrate lessons learned, recommendations of community stakeholders,	Year 1 Quarterly	PD, PM, PC, CM, SL, after school program staff,

Month	Project Goal	Related Objective	Activities	Expected Completion Date	Person(s) Responsible
	mentoring program.	program quality improvement.	and best practices into curriculum as needed to improve outcomes curriculum for Year 2.		partners, PIC
YEAR 2					
Year 2 Month 1- Full Implementation	Decrease the number of local students who join or belong to gangs in north San Diego County.	A minimum of 20 adults will be retained as senior mentors in order to maintain two-year mentoring relationships as measured by program records.	Recruit/retain adult mentors as needed from local colleges and partner agencies with existing mentoring programs in order to maintain a minimum of 20 senior mentors for a minimum of two years. Test and recertify replacement senior mentors. Provide mentoring support services in order to improve retention rate of senior mentors.	Ongoing through Year 2 Month 12	SL PM, PC, CM, Lifeline
Year 2 Month 1	Decrease the number of local students who join or belong to gangs in north San Diego County.	A minimum of 60 at-risk students at each of two local middle school and two local elementary schools (60 total students) will participate in the gang mentoring program for a minimum of two years.	Refer at-risk elementary and middle school students to mentoring program. Match at-risk students with trained mentor cohorts. Provide youth development activities	Ongoing through Year 2 Month 12	SL PC, CM, SL
Year 2 Month 1	Decrease the number of local students who join or belong to gangs in north San Diego County.	A minimum of 60 mentees and mentors will take part in paired and group activities designed to increase self-esteem, build trust, establish positive ties to community, and increase school success.	Provide year-round mentoring program at four local elementary and middle schools, and link at-risk youth (mentees) to existing youth develop programs providing tutoring, life skills training, communication skills training, career development, service learning, arts and cultural activities, etc., designed to increase school success and decrease likelihood of	Ongoing through Year 2 Month 12	PM, PC, after-school mentoring program staff

Month	Project Goal	Related Objective	Activities	Expected Completion Date	Person(s) Responsible
Year 2 Month 1	Decrease the number of local students who join or belong to gangs in north San Diego County.	A minimum of 70 % of participating at-risk youth completing the program annually will demonstrate a minimum 10 % improvement in targeted behaviors (GPA, attendance), self-efficacy, resilience, and/or other protective factors as measured by school records (GPA, attendance) and by pre- and post-surveys.	gang involvement. Track GPA, attendance, and perform pre-post-tests utilizing the Youth Risk and Resilience Inventory (YRRI)	Year 2 Month 12 ongoing	PM, PC, CM, SL
Year 2 Month 1	Increase parental involvement in the lives of local youth at risk for gang involvement.	A minimum of 10 parents of at-risk youth at the targeted schools will participate annually in a minimum of four parenting education activities designed to increase their parenting and communication skills, and their involvement with their children's high school success, as documented by session sign-in sheets.	Publicize Parents' Nights at PTA meetings, through take-home fliers, etc. and schedule monthly.	Year 2 Month 12	PM, PC, CM, SL
Year 2 Month 1	Increase parental involvement in the lives of local youth at	Annually a minimum of 70 % of parents of at-risk youth at the targeted schools completing the minimum parenting education activities	Publicize Parents' Nights at PTA meetings, through take-home fliers, etc. Provide parenting training sessions utilizing "Parent Education Project (PEP)" curriculum	Ongoing through Year 2 Month 12	PM, PC, SL, after school staff HE, Lifeline

Month	Project Goal	Related Objective	Activities	Expected Completion Date	Person(s) Responsible
	risk for gang involvement.	will report an increased knowledge of good parenting and family communication annually as measured by the Parenting Education Program (PEP) post-survey.	at Parents' Nights scheduled on a monthly basis throughout the school year.		
Year 2 Month 1	Improve the performance of the VCC youth mentoring program.	A minimum of 75% of mentor relationships will be sustained for a minimum of two years as documented by project records.	Provide support programming for senior and junior mentors to include regular recognition of their service, team-building activities, monthly group sessions to discuss and address problems and concerns in order to maximize the number of mentor cohorts that last a full two years.	Year 2 End of Month 12	PM, PC, CM, Lifeline
Year 2 Month 1	Improve the performance of the VCC youth mentoring program.	Conduct evaluation activities each program year to measure project outcomes as documented through survey instruments and evaluation data reports.	Track number of at-risk youth referred to program; Track number of adults recruited to be senior mentors. Track number of older youth recruited to be junior mentors. Track number of adults trained as mentors. Track number of youth trained as mentors. Track number of at-risk youth matched with trained mentor cohorts. Track mentor tenure. Track program success as number and percent of participating youth who show improved self-esteem, avoidance of gang involvement, arrest, and other negative behaviors.	Year 2, End of Month 6; End of Month 12	PM, PC, CM, after school program staff, EV, Lifeline
Year 2 Month 1	Improve the performance	Conduct research and performance review	Review program success quarterly (what works, what does not), review individual	Year 2 Quarterly	PD, PM, PC, after school

Month	Project Goal	Related Objective	Activities	Expected Completion Date	Person(s) Responsible
	of the VCC youth mentoring program.	activities each program year to determine methods for program quality improvement.	progress, integrate lessons learned, recommendations of community stakeholders, and best practices into curriculum as needed to improve outcomes curriculum for Year 3.		program staff, partners and PIC
YEAR 3					
Year 3 Month 1	Decrease the number of local students who join or belong to gangs in north San Diego County.	A minimum of 20 adults will be recruited and retrained as senior mentors as measured by training records.	Recruit/retain adult mentors from local colleges and partner agencies with mentoring programs in-place. Test and recertify senior mentors.	Ongoing through Year 3 Month 12	PM, PC, CM, partners PM, PC, CM.
Year 3 Month 1	Decrease the number of local students who join or belong to gangs in north San Diego County.	A minimum of 60 high school students will be recruited/retained as measured by training records.	Recruit/retain junior mentors at local high schools. Test and recertify junior mentors and match with senior mentors to form mentoring cohorts.	Ongoing through Year 3 Month 12	PM, PC, CM
Year 3 Month 1	Decrease the number of local students who join or belong to gangs in north San Diego County.	A minimum of 60 students at two local middle school and/or two local elementary schools (60 total students) will be identified/retained by school authorities as at-risk for gang involvement and matched to a senior-junior	Refer at-risk elementary and middle school students to mentoring program. Match at-risk students with trained mentor cohorts.	Ongoing through Year 3 Month 12	SL PC, CM, SL

Month	Project Goal	Related Objective	Activities	Expected Completion Date	Person(s) Responsible
Year 3 Month 1	Decrease the number of local students who join or belong to gangs in north San Diego County.	mentoring cohort. A minimum of 60 mentees and mentors will take part in paired and group activities designed to increase self-esteem, build trust, establish positive ties to community, and increase school success.	Provide year-round mentoring program at four local elementary and middle schools, and link at-risk youth (mentees) to existing youth develop programs providing tutoring, life skills training, communication skills training, career development, service learning, arts and cultural activities, etc., designed to increase school success and decrease likelihood of gang involvement.	Ongoing through Year 3 Month 12	PM, PC, after-school mentoring program staff, Lifeline
Year 3 Month 1	Decrease the number of local students who join or belong to gangs in north San Diego County.	A minimum of 70 % of participating at-risk youth completing the program annually will demonstrate a minimum 10 % improvement in targeted behaviors (GPA, attendance), self-efficacy, resilience, and/or other protective factors as measured by school records (GPA, attendance) and by pre- and post-surveys.	Track GPA, attendance, and perform pre-post-tests utilizing the Youth Risk and Resilience Inventory (YRRI)	Year 3 Month 12	PM, PC, CM, SL
Year 3 Month 1	Increase parental involvement in the lives of local youth at risk for gang involvement.	A minimum of 10 parents of at-risk youth at the targeted schools will participate annually in a minimum of four parenting education activities designed to increase their parenting and communication skills, and	Publicize Parents' Nights at PTA meetings, through take-home fliers, etc. and schedule monthly.	Year 3 Month 12	PM, PC, CM, SL

Month	Project Goal	Related Objective	Activities	Expected Completion Date	Person(s) Responsible
Year 3 Month 1	Increase parental involvement in the lives of local youth at risk for gang involvement.	<p>their involvement with their children's high school success, as documented by session sign-in sheets.</p> <p>A minimum of 70 % of parents of at-risk youth at the targeted schools completing the minimum parenting education activities will report an increased knowledge of good parenting and family communication annually as measured by the Parenting Education Program (PEP) post-survey.</p>	<p>Publicize Parents' Nights at PTA meetings, through take-home fliers, etc.</p> <p>Provide parenting training sessions utilizing "Parent Education Project (PEP)" curriculum at Parents' Nights scheduled on a monthly basis throughout the school year.</p>	Ongoing through Year 3 Month 12	PM, PC, SL, after school staff
Year 3 Month 1	Improve the performance of the VCC youth mentoring program.	A minimum of 75% of mentor relationships will be sustained for a minimum of two years as documented by project records.	Provide support programming for senior and junior mentors to include regular recognition of their service, team-building activities, monthly group sessions to discuss and address problems and concerns in order to maximize the number of mentoring cohorts that last a full two years.	Year 3 End of Month 12	PM, PC, CM, COE, Lifeline
Year 3 Month 1	Improve the performance of the VCC youth mentoring program.	Conduct evaluation activities each program year to measure project outcomes as documented through survey instruments and evaluation data reports.	<p>Track number of at-risk youth referred to program;</p> <p>Track number of adults recruited to be senior mentors.</p> <p>Track number of older youth recruited to be junior mentors.</p> <p>Track number of adults trained as mentors.</p> <p>Track number of youth trained as mentors.</p>	Year 3, End of Month 6; End of Month 12	PM, PC, CM, after school program staff

Month	Project Goal	Related Objective	Activities	Expected Completion Date	Person(s) Responsible
			<p>Track number of at-risk youth matched with trained mentor cohorts.</p> <p>Track mentor tenure.</p> <p>Track program success as number and percent of participating youth who show improved self-esteem, avoidance of gang involvement, arrest, and other negative behaviors.</p>	End of Month 12	
Year 3 Month 1	Improve the performance of the VCC youth mentoring program.	Conduct research and performance review activities each program year to determine methods for program quality improvement.	Review program success quarterly (what works, what does not), review individual progress, integrate lessons learned, recommendations of community stakeholders, and best practices into curriculum as needed to improve outcomes curriculum for Year 3.	Year 3 Quarterly	PD, PM, PC, after school program staff, partnering organizations, PIC
Year 3, Month 12	Improve the performance of youth mentoring programs.	Develop presentation on curriculum, lessons learned, and successes to encourage other agencies to replicate program.	Present results of research and performance review activities at youth development conferences.	Year 3, Month 12 and beyond	PD, PM, PC, CM

MEMORANDUM OF UNDERSTANDING

This Letter signifies the intent to draft a **Memorandum of Understanding** that formalizes the partnership between **North County Lifeline, Inc.** and **Vista Community Clinic (VCC)** to provide activities toward implementation of a **Gang Prevention Youth Mentoring Program** in the cities of Vista and Oceanside, California. If funded, North County Lifeline and VCC will collaborate in order to fulfill the requirements put forward in the OJJDP Request for Proposals (CFDA # 16.726) as follows:

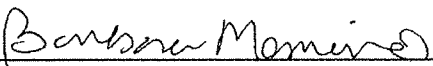
North County Lifeline agrees to:

- Provide recruitment, training, and support services for senior mentors for the proposed gang prevention youth mentoring program;
- Provide parenting classes for parents of children participating in the proposed gang prevention youth mentoring program designed to increase parent-child communication (Parenting Difficult Teens curriculum), awareness of gang issues, and inform them of the program's activities;
- Provide after-school youth development activities for youth participating in the gang prevention youth mentoring program. The programming will be designed to provide education and training on gang prevention, substance abuse prevention, anger management, decision-making, and goal-setting. These activities will be provided for those participating youth whose schools do not have after-school youth development programming in place;
- Provide financial literacy curriculum and training for the purpose of developing economic development training for junior mentors in proposed mentoring program.

Vista Community Clinic agrees to:

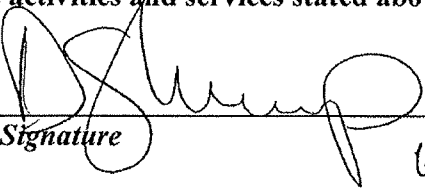
- Provide subcontracting funds in the amount of \$15,600 per year for a period of three years to North County Lifeline to provide the above services;
- Provide project oversight, develop curriculum, project schedule, hire support staff, data gathering, and progress reporting, and act as fiscal agent for project;
- Manage day-to-day operation of mentoring program;
- Provide gang prevention, tutoring, life skills training, substance abuse prevention, anger management, goal-setting, decision-making, service learning, art and cultural appreciation, career development, and other activities designed to increase self-esteem of at-risk youth and strengthen mentor-mentee bond for participating youth. These activities will be provided for participating youth who are also participating in the VCC Project REACH after-school youth development program and/or whose schools do not have youth development programs in place;
- Work on sustainability of program and of collaboration after end of grant period through solicitation of grant funding and other revenue streams.

We, the undersigned, hereby agree to provide the activities and services stated above,



Signature

Barbara Mannino
Chief Executive Officer
Vista Community Clinic



Signature 6/10/09

Donald Stump
Executive Director
North County Lifeline, Inc.

**VISTA COMMUNITY CLINIC
JOB DESCRIPTION**

Job Title: Assistant Director
Status: Exempt

Department: HPC
Reports To: HPC Director

Job Summary

To assist Health Promotion Director with the development, implementation, evaluation and financial management of all Health Promotion Center programs.

Minimum Qualifications

- Master's in Public Health with a minimum of 3 years experience or Bachelor's degree with a minimum of 5 years experience working on multiple health education programs simultaneously.
- Demonstrates ability to communicate effectively both orally and in writing to individuals and groups from varying cultural, ethnic and educational backgrounds.
- Computer knowledge, WordPerfect 5.1 and Lotus programs.
- Effective verbal and written communication.
- Analyze, prioritize and meet deadlines and organizational skills.
- Ability to interface with all levels of personnel in a professional manner.
- Ability to work with people of all social and ethnic backgrounds and within the constraints of government funded programs.
- Work independently, take initiative and be proactive.
- Valid California driver's license and reliable transportation.
- Ability to work flexible hours, including evenings and weekends

Responsibilities/Job Duties:

- Provide direct supervision of program managers and project coordinators including personnel administration, work assignments, recruitment and hiring, reviews, disciplinary action and training activities for HPC program areas of youth development, advocacy, Alcohol and Other Drug Prevention, Tobacco Prevention, Child Safety and Women's Health Programs
- Assist with program coordination, contract monitoring, report writing, financial management and staff supervision for HPC program
- Reviews HPC budgets, suggests changes suitable to meet HPC needs, and develops innovative methods to monitor usage of funds appropriated for the HPC.
- Provides overall supervision of all staff and consultants with regards to administrative and financial issues.
- Assist with HPC program and financial reports as required.
- Attend HPC program related meeting as required.
- Assist with new HPC program development.
- Provide ongoing HPC supervisory, and team building trainings as needed.
- Assist HPC Director and Grant Writers with all grant writing activities.
- Proactively seeks training to remain current in field trends and actively applies learning to job
- Maintain current knowledge of policies and procedures as they relate to safe work practices.
- Ensures that all staff follow all safety procedures and report unsafe conditions.
- Maintain HIPPA Compliance with regards to the privacy of all patient, employee and volunteer information and access such information only on a need to know basis for business purposes.
- Comply with all regulations regarding corporate integrity and security obligations. Report unethical, fraudulent or unlawful behavior or activity
- Other duties as assigned by HPC Director and Executive Director.

VISTA COMMUNITY CLINIC JOB DESCRIPTION

Job Title: Program Manager II
Status: Exempt

Department: HPC
Reports To: Assistant Director/Director

Job Summary

Manages one or more programs. Contributes to program development, design, and implementation. Supervises all aspects of program operations, formulates budget, and defines the scope of work and assist in grant writing and solicitation of program funding at local, county, state and federal levels.

Minimum Qualifications

- Masters degree with one year of related experience, or Bachelors degree with minimum of three years of related experience, or two years of experience as a Program Manager I.
- Familiarity with program development, implementation, and evaluation.
- Knowledge of available local community resources and government, community health centers, public assistance programs and state/federal regulations.
- Ability to work with people of all social and ethnic backgrounds and within the constraints of government funded programs.
- Ability to interface with all levels of personnel in a professional manner.
- Effective verbal and written communication, ability to read and write effective interpersonal and organizational skills.
- Ability to prioritize and meet deadlines, work independently, take initiative and be proactive. Maintain confidentiality.
- Computer literate, Windows, proficient in MS Office programs (Word, Access, PowerPoint), spreadsheet and desktop publishing programs.
- Ability to work flexible hours, including evenings and weekends as required.
- Reliable transportation, auto insurance and valid CA driver's license required.
- Bilingual, English/Spanish a plus.

Responsibilities/Duties

- Maintain current knowledge of policies and procedures as they relate to safe work practices and HIPAA compliance.
- Provides oversight of administration and implementation of project work plan and budgets.
- Provides direct supervision of project staff including personnel administration, work assignments, recruitment and hiring, reviews, disciplinary action and training activities. Schedules regular staff meetings.
- Responsible for budget tracking/fiscal accounting and assuring that program expenses are allowable within contract terms.
- Responsible for recommending and generating budget revisions and justifications.
- Responsible for internal and external program reporting, such as progress and final reports.
- Oversees completion of program objectives and makes changes in scope as needed or appropriate.
- Responsible for oversight, development of programs, implementation and completion of evaluation process.
- Prepares training curriculum and provides on-going training for project staff, clinic staff, and program participants as required.
- In coordination with Clinic public relations staff, develops press releases and promotional material as needed.
- Participant of grant writing team, with ability to work independently on assigned sections of the proposal.
- Reports any unusual occurrences or incidents to supervisor and clinic administration.

- Serves as a liaison and assists with collaborative support activities with community agencies, local government representatives, neighborhood residents and other Vista Community Clinic project staff.
- Prepares all required reports and maintains records per clinic and contract policy.
- Participates in quarterly internal audits.
- Performs direct services as required.
- Attends clinic meetings as required.
- Performs other duties as required.

VISTA COMMUNITY CLINIC JOB DESCRIPTION

Job Title: Project Coordinator I
Status: Non-Exempt

Department: HPC
Reports To: Program Manager

Job Summary

Responsible for coordination and implementation of specific activities, as defined by OJJDP project guidelines for mentoring programs. Provides training and oversight of at least two staff members and 20+ Senior mentors. To collaborate with school personnel and collaborating agencies, SDCOE, NC Lifeline and other after school programs regarding youth development activities for all Junior mentors and mentees. Maintain contact with Sr. Mentors and develop and schedule mentor program activities and administrative support under general supervision. Responsible for all program and budgetary reporting and tracking.

Minimum Qualifications

- Bachelor's degree with three year experience, or five years of equivalent related experience working with mentoring programs. Minimum of one year of supervisory experience.
- Ability to work with audiences with a variety of cultural, ethnic and educational backgrounds.
- Ability to present information effectively both orally and in writing to intervals and various groups
- Familiar with social service, legal and educational agencies and mentoring programs.
- Flexibility in scheduling, able to work weekends and evenings when needed
- Computer knowledge, Windows Office programs (Word, Excel, Access, PowerPoint) spreadsheet and desktop publishing programs
- Valid CA driver's license, reliable transportation and proof of current vehicle insurance. Class B License preferred.
- Bilingual Spanish/English highly preferred

Responsibilities

- Maintain current knowledge of policies and procedures as they relate to safe work practices.
- Maintain privacy of all patient, employee and volunteer information and access such information only on a need to know basis for business purposes.
- Comply with all regulations regarding corporate integrity and security obligations.
- Recruit and conduct enrollment of youth participants and adult mentors for the OJJDP mentoring program.
- Provides intensive case management and program coordination.
- Provides overall project coordination and oversees day-to-day implementation of program.
- Documents all verified contacts, attempted contacts and summary of services.
- Coordinates bi-weekly and monthly internal staff meetings and attends any collaboration meetings with community partners, school districts and multi-disciplinary team meetings
- Provides consultation of organization and coordination of activities for afterschool programs and mentoring project activities Completes all monthly activity reports at the end of each month.
- Develops promotional materials as needed
- Organizes and assist with psycho-education groups and mentor training workshops.
- Provides information and advice to program participants regarding clinic's services and community resources
- Completes all quarterly mentor training and oversea mentor calendar activities
- Collaborates with social service, law enforcement and educational agencies regarding identified participants
- Oversea tracking of all mentor and youth participants hours and programming.
- Conducts group presentations to outside agencies and internal departments when needed
- Performs other duties as assigned.

**VISTA COMMUNITY CLINIC
JOB DESCRIPTION**

Job Title: Case Manager I
Status: Non-Exempt

Department: HPC
Reports To: Program Manager/Project Coordinator

Job Summary

To provide intensive case management and home visitation to program participants, collaborate with outside agencies, provide referrals and follow-up to families of participants as well as to assist in program activities and administrative support under general supervision.

Minimum Qualifications

- Associate of Arts degree plus two years of case management experience or minimum of four years of case management experience with mentoring programs
- Ability to work with audiences with a variety of cultural, ethnic and educational backgrounds.
- Ability to present information effectively both orally and in writing to intervals and various groups
- Familiar with social service, legal and educational agencies.
- Flexibility in scheduling, able to work weekends and evenings when needed
- Have the ability to work independently and under time constraints
- Valid CA driver's license and reliable transportation and proof of current vehicle insurance.
- Bilingual Spanish/English highly preferred

Responsibilities

- Maintain current knowledge of policies and procedures as they relate to safe work practices.
- Maintain privacy of all patient, employee and volunteer information and access such information only on a need to know basis for business purposes.
- Comply with all regulations regarding corporate integrity and security obligations.
- Recruit and assist with enrollment of Junior mentors and mentees into the program.
- Monitors youth and parent's utilization of services and participation in the program and agency referrals
- Encourages youth and their parents to attend program's support groups and classes offered
- Documents all verified contacts, attempted contacts and summary of services in case notes.
- Participates in weekly and monthly staff meetings and attends all required trainings
- Completes all monthly activity reports at the end of each month.
- Organizes and conduct psycho-education health education classes and community resources workshops.
- Provides information and advice to program participants regarding clinic's services and community resources
- Follows program procedures and use work time efficiently
- Collaborates with social service, law enforcement and educational agencies regarding identified participants
- Maintains daily contact logs, client files for identified teens and obtains all required documentation and releases as needed
- Attends any collaboration meetings with community partners, school districts and multi-disciplinary team meetings, as needed
- Assist with program activities and field trips for individual program sites as needed
- Conducts group presentations to outside agencies and internal departments when needed
- Performs other duties as assigned.