

City of Fort Worth, Texas

Police - United Way of Tarrant County One
Second Collaborative

Recovery Plan

State and Local Fiscal Recovery Funds

2025 Report

City of Fort Worth Texas
United Way of Tarrant County One Second Collaborative
2025 Recovery Plan

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GENERAL OVERVIEW

Executive Summary

Youth gun violence has been a consistent challenge across Tarrant County, with many efforts having been initiated over the years with minimal impact. The Covid-19 pandemic has exacerbated this issue on many fronts, primarily due to youth not being in social environments for over a year and returning to school, community, and other gathering places without the proper skillsets for social interaction and conflict resolution. Add to this the inability of youth and families to access mental health and other health services during the pandemic, which exacerbated underlying health conditions (or caused new health conditions) for our youth. Tarrant County and the City of Fort Worth leadership have come together to address these concerns and significantly reduce youth violence in our community.

The One Second Collaborative is a program in partnership with the Fort Worth Police Department, the City of Fort Worth, Tarrant County, and other stakeholders to use an evidence-based approach to address youth violence. The collaborative aims to reduce homicides, aggravated assaults, and robberies while reducing gang membership, recidivism, and return to crime and violence in Tarrant County. More specifically, the One Second Collaborative will lead to the following:

- Decrease homicides and shootings
- Improve neighborhood conditions in areas experiencing the most violent
- Improve police-community relations and communication
- Increased trust among law enforcement and the community
- Improve economic development opportunities in all communities

Additionally, the Steering Committee, along with an interdisciplinary team and youth advisory council for the One Second Collaborative, will identify programmatic partners who have a track record of success in the reduction of youth gun violence in Tarrant County, with a specific focus on the following four focus areas:

- a. Prevention
- b. Intervention
- c. Suppression
- d. Re-Entry

Uses of Funds

a. Public Health (EC 1) 1.11-Community Violence Interventions

Youth gun violence is a public health crisis and has been a consistent challenge across Tarrant County, with many efforts having been initiated over the years with minimal impact. The COVID-19 pandemic has exacerbated this issue on many fronts, primarily due to youth not being in social environments for over a year and returning to school, community, and other gathering places without the proper skillsets for social interaction and conflict resolution. Add to this the inability of youth and families to access mental health and other health services during the pandemic, which exacerbated underlying health conditions (or caused new health conditions) for our youth. Tarrant County and the City of Fort Worth leadership have come together to address these concerns and significantly reduce youth violence in our community.

The One Second Collaborative will develop a public health and safety plan to reduce the instances of youth gun violence and the associated impacts on our residents and public health

and safety sectors. The following is a project plan for the use of funds in the One Second Collaborative:

Key Planning Action	Overall Timeline	Project Status
Program Staff Recruitment and Staffing	2022-2023	
☐ Draft job descriptions for Program Director and support roles	December 2023	Complete
☐ Post positions and interview candidates	December 2022 - January 2023	Complete
☐ Hire and onboard program staff	January 2023	Complete
Initiative Evaluation	2022-2024	
☐ Determine third party that will conduct the multi-year evaluation	November 2022	Complete
☐ Third party conducts research - Year One	August-September 2023	Complete
☐ Complete report outlining initiative successes and improvements needed delivered to leadership - Year One	November - December 2023	Complete
☐ Third party conducts research - Year Two	August-September 2024	Complete
☐ Complete report outlining initiative successes and improvements needed delivered to leadership - Year Two	November - December 2024	Complete
Program Implementation	2023-2024	
☐ Identify target communities to work in	Spring 2023	Complete
☐ Identify target populations to work with within target communities	Spring 2023	Complete
☐ Identify existing resources and resource gaps	Spring 2023	Complete
☐ Prioritize problems to be solved and tasks to be accomplished	Spring 2023	Complete
☐ Develop goals, objectives, and activities/services to be performed	Spring 2023	Complete
☐ Develop and finalize sustainability plan	Summer 2023	Complete
☐ Annual review of sustainability plan. Make adjustments as needed	Fall of each year	Complete
Intervention Team	2023-2024	
☐ Administer RFP/RFA process to find potential partnering agencies	Spring 2023	Complete
☐ Area city council score, evaluate, and select the partnering agencies	Spring 2023	Complete
☐ Establish metrics with each partner program to evaluate their impact	Spring 2023	Complete
☐ Track the progress of outcomes using the established metrics	Summer 2023 - End of 2024	Complete

Outreach Workers	2023-2024	
☐ Administer RFP/RFA process to find potential partnering agencies	Summer 2023	Complete
☐ Area city council score, evaluate, and select the partnering agencies	Summer 2023	Complete
☐ Establish metrics with each partner program to evaluate their impact	Summer 2023	Complete
☐ Track the progress of outcomes using the established metrics	Summer 2023 - End of 2024	Complete
Steering Committee		
☐ Cochairs named	December 2022	Complete
☐ Development of committee management structure	November 2022	Complete
☐ Development of committee application process	December 2022	Complete
☐ Development steering committee bylaws	November 2022	Complete
☐ Draft collaborative partner MOU developed, approved and distributed to potential partners	December 2022	Complete
☐ Steering committee member's representative organizations actively participating in community assessments	April 2023	Complete
☐ Steering committee members participating in strategies to address identified gang and youth violence problems	April 2023	Complete
☐ Convene steering committee meetings every other month	January 2023 - December 2024	Complete
Prevention	2023-2024	
☐ Administer RFP/RFA process to find potential partnering agencies	Spring 2023	Complete
☐ Area city council score, evaluate, and select the partnering agencies	Spring 2023	Complete
☐ Establish metrics with each partner program to evaluate their impact	Spring 2023	Complete
☐ Track the progress of outcomes using the established metrics	Summer 2023 - End of 2024	Complete
Intervention	2023-2024	
☐ Administer RFP/RFA process to find potential partnering agencies	Spring 2023	Complete
☐ Area city council score, evaluate, and select the partnering agencies	Spring 2023	Complete

☐ Establish metrics with each partner program to evaluate their impact ☐ Track the progress of outcomes using the established metrics	Spring 2023	Complete
	Summer 2023 - End of 2024	Complete
Suppression	2023-2024	
☐ Administer RFP/RFA process to find potential partnering agencies ☐ Area city council score, evaluate, and select the partnering agencies ☐ Establish metrics with each partner program to evaluate their impact ☐ Track the progress of outcomes using the established metrics	Spring 2023	Complete
	Spring 2023	Complete
	Spring 2023	Complete
	Summer 2023 - End of 2024	Complete
Reentry	2023-2024	
☐ Administer RFP/RFA process to find potential partnering agencies ☐ Area city council score, evaluate, and select the partnering agencies ☐ Establish metrics with each partner program to evaluate their impact ☐ Track the progress of outcomes using the established metrics	Spring 2023	Complete
	Spring 2023	Complete
	Spring 2023	Complete
	Summer 2023 - End of 2024	Complete

Following the project plan outlined above, the following targeted outcomes have been achieved with the use of funds to date:

Program Goal: Reduce violent crime in targeted communities, improve capacity of community-based organizations, suppress youth violence.

Outcome Objective 1	Completed and approved One Second Implementation Plan
Agency Activity	Activity progress during reporting period <i>Provide brief, bulleted explanations.</i>
• Development and approval of project plan by all anchor organizations	• Project management firm, Steady State Impact Strategies, developed a project implementation plan, which was approved by United Way and other anchor organizations (City of Fort Worth, Tarrant County, and the Fort Worth Police Department). The project plan (Appendix A) has been updated to reflect the current implementation and remains on track to achieve all deliverables outlined in the original grant proposal.
• Steering Committee Formation	• The Steering Committee, representing targeted zip codes (76134, 76106, 76112, 76119, 76116, 76104, 76105, 76036, 76133), convened regularly through various formats including formal meetings, community mixers, and focused workgroups. • The OSC Steering Committee continues to meet regularly through large and small group settings. ☐ April: Hosted a collaborative luncheon where all members came together to share their vision for the future and provide updates on upcoming events and initiatives • Finalized and prepared for public release the OSC Community Youth Violence Presentation Assessment, led by Cities United, a third-party

	content expert, in partnership with Evan James Consulting. • The OSC Youth Steering Committee, now with 8 active members, executed 2 youth-led service projects in April and actively participated in Steering Committee meetings, bringing the youth voice to a broader table. • Youth Steering Committee members conducted a significant community engagement meeting with the Fort Worth Police Department Community Engagement Unit in April and successfully celebrated their graduation in May.
• Communications and Marketing	• UWTC launched and continually updates the as a critical community information and engagement platform. • Developed and presented an interim progress report to OSC partner organizations and the Steering Committee. • OSC worked with a third-party design firm to develop an infographic “OSC Ecosystem” to illustrate the key objectives, partners, and actions of the Collaborative and its members. The OSC team is currently working to digitize and promote through various outreach and engagement efforts. • The Community Needs Assessment is currently being finalized and prepared for broader distribution. • Several press interviews were conducted featuring OSC grantee VIP Fort Worth to raise public awareness about the collaborative and highlight the critical need for gun violence prevention.
• OSC Program Director (1) and Coordinators (2) are selected and in the process of being onboarded	• The UWTC OSC program team is hired, onboarded, and engaged in deep community engagement, content development, and programmatic implementation. • After the departure of Quaniqua Carthan, Christine Kuehn was named OSC Program Manager. Christine has been with the collaborative for the past two years. □ Roger Foggie, Coordinator □ Amanda Munoz, Coordinator □ Emily Rodriguez, Youth Engagement Specialist
• Development and launch of RFA process for community-based grants for prevention, intervention, suppression, and re-entry activities and support.	• OSC contracted 19 organizations for direct service provision under the grant. • Through individual feedback interviews, grantees offered valuable and candid feedback regarding the future of the collaborative, providing meaningful insights that will help inform and strengthen program development moving forward. • Launched a second RFA in September 2024 targeting small-scale community awareness projects related to gun violence prevention, reintegration support, and survivor assistance, receiving 21 applications with 12 projects funded and completed. • The OSC awarded 15 continuation grants, effective January 1 through May 31, 2025, utilizing the remaining ARPA funds. A total of \$800,000 was distributed to all eligible Phase 1 grantees who applied. This funding has enabled the continuation of critical services, including violence interruption and street outreach, provision of tools and resources, mental health support, enhanced communication strategies, and assistance for parents and caregivers. • Grantees participated in feedback interviews and expressed strong support for continuing the collaboration, recognizing the value in breaking down silos and fostering mutual understanding of each organization’s work. There was a shared interest in hosting collaboration workshops to explore opportunities for ongoing partnership and knowledge sharing. United Way of Tarrant County was identified as a potential convener for a growing Community Engagement Coalition.

Outcome Objective 2	Reduce teen shooting deaths by 5% annually as demonstrated by FWPD crime data.
Agency Activity	Activity progress during reporting period <i>Provide brief, bulleted explanations.</i>
1) N/A	Snapshot (as of 5/31/25): • 52 crime prevention programs are operating through partner nonprofit organizations contracted with UWTC to decrease youth gun violence. • 7136 13-24-year-olds in Tarrant County are engaged in case management and multidisciplinary team services implemented by one or more of the partner organizations contracted with UWTC. • Identification of 118 registered/identified/known gang members from OSC partner agencies. • 806 unduplicated youth receiving direct violence interruption support through OSC. • 4297 youth and their families have been assisted with affordable housing through the OSC initiative.
Outcome Objective 3	Decrease violent crime in the City of Fort Worth by 10% in 12 months.
Agency Activity	Activity progress during reporting period <i>Provide brief, bulleted explanations.</i>
1) N/A	Snapshot (as of 05/31/25): • 52 crime prevention programs are operating through partner nonprofit organizations contracted with UWTC to decrease youth gun violence. • 7136 13-24-year-olds in Tarrant County are engaged in case management and multidisciplinary team services implemented by one or more of the partner organizations contracted with UWTC. • Identification of 118 registered/identified/known gang members from OSC partner agencies. • 806 unduplicated youth receiving direct violence interruption support through OSC. • 4297 youth and their families have been assisted with affordable housing through the OSC initiative.
Outcome Objective 4	Sustain project successes beyond the project period.
Agency Activity	Activity progress during reporting period <i>Provide brief, bulleted explanations.</i>
• Program Evaluation and Sustainability Plan Development	• Steady State Impact Strategies, the third-party evaluator, developed a program evaluation plan for the term of the grant, as well as a sustainability plan to sustain success and impact beyond the grant term. • All grantees have attended a 1:1 meeting with Steady State to develop an individual program evaluation plan, as well as ensure the MOU has appropriate metrics and reporting. • All grantees have individualized program evaluation reporting templates for grantee program evaluation and OSC program evaluation. • Project Plan status is attached in Appendix A. • A Theory of Change framework has been finalized for OSC and is attached in Appendix B. • Phase 1 Interim Program Evaluation is complete. • A detailed OSC Inaugural Report is being finalized by Steady State for broader dissemination.

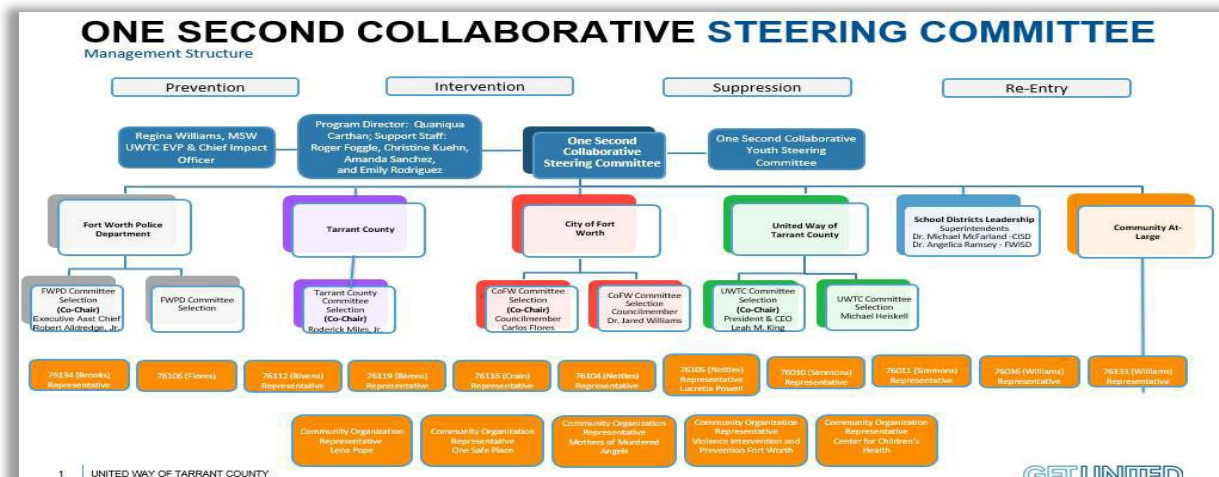
• Steering Committee Perception Survey	• Steering Committee member surveys are completed at the end of each steering committee meeting, gauging the knowledge building during the meeting, perception of progress towards outcomes, and overall satisfaction with the work. • Across all steering committee meetings, 93% of committee members have a positive belief (agree or strongly agree) that the committee is meeting its stated objectives and is meeting their expectations. • As part of the year one program evaluation, steering committee members identified the following five aspects of the collaborative as meaningful: ☐ Networking ☐ Increased Organizational Reach ☐ Partnerships ☐ Resource Access ☐ Troubleshooting issues • Grantees have scored the OSC support an 8.85/10 on their satisfaction with working as an intermediary
• Community Perception Survey	• Cities United, a third-party content expert, in partnership with Evan James Consulting, conducted a three-part community assessment: 1- Listening Sessions, 2-Youth Violence Perception Survey, 3-Crime Data Analysis. Assessment began July 2024 and runs through October 2024. Full analysis is currently being finalized for public distribution.

Promoting equitable outcomes

Achieving equitable outcomes is critical to the success of the One Second Collaborative, as the research and data in Tarrant County show that youth gun violence is having an inequitable impact on our young children of color. In order to ensure an equitable approach to the work, the following approaches have been implemented:

- Intentional representation of community members on the Steering Committee, focusing on ensuring racial/ethnic diversity. The breakdown of the steering committee membership is as follows:
 - White/Caucasian – 6 (23%)
 - African American/Black – 15 (65%)
 - Hispanic or Latino – 3 (12%)
- Intentional distribution of phase one funding (\$2.1M) to community-based organizations – Through an RFA process for phase one of organizational support was developed and implemented, garnering significant interest from 29 organizations serving the youth of Tarrant County. Overall, \$2.1M was awarded in phase one to 19 community-based organizations. The phase 1 funding strategy included input from a 20-member volunteer review panel, a secondary review by OSC staff and United Way Tarrant County leadership, and a final review by the same 20-member volunteer review panel and anchor organization representatives. The rationale for phase 1 funding recommendations considered recommendations by the volunteer review panel, the organization's history of addressing teen gun violence, and/or organizations whose program and timeline had a high rate of potential for immediate impact on the underlying causes of community violence. Funding recommendations considered the potential for impact while also preparing to provide the needed assistance with capacity building to enhance its impact through stringent oversight,

reporting, site visits, and collaboration amongst other OSC-funded organizations.



- Data-driven decision-making on identifying priority zip codes and community-organization representation for the work:

Steering Committee Selection Process

Neighborhood Representation for Focus Zip Codes

- The following Tarrant County data were inputs to the zip code identification:
 - Fort Worth ISD and Crowley ISD "social indicators" (i.e., attendance, discipline, etc)
 - 2-1-1 data on the types of services needed in the community and from where they are being requested
 - Tarrant County Juvenile Services offense data
 - Fort Worth Police Department violent crime data
 - Tarrant County domestic violence data
- Focus zip codes identified were those with a high preponderance of need across all data points.
 - 76134, 76106, 76112, 76119, 76116, 76104, 76105, 76036, and 76133
- **Fort Worth City Councilmembers and Tarrant County Commissioners were tasked with identifying a community representative to serve on the OSC Steering Committee if a focus zip code was within their area of representation.**

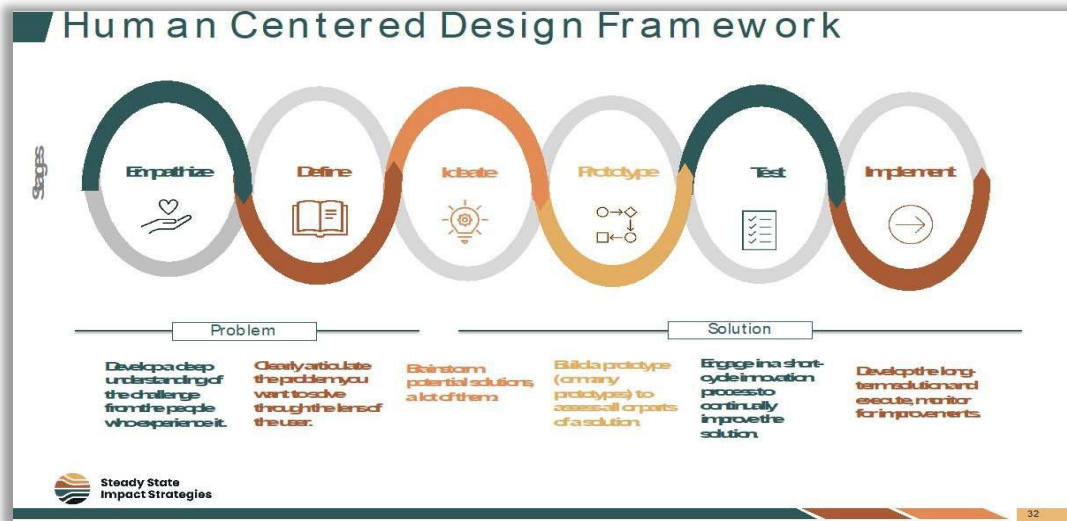
Community Organization Representation

- An application for community-based providers was completed and distributed throughout the community to identify the ~5 steering committee seats for organizations that work in the youth violence/prevention space.
- 20 applications were received and reviewed by steering committee members and OSC program staff. The following organizations were selected:
 - Mothers of Murdered Angels
 - Lena Pope
 - One Safe Place
 - Center for Children's Health (Cook Children's)
 - Violence Intervention and Prevention (VIP)
 - Community Frontline
 - Communities in Schools
 - Strategies to Elevate People of Color

Community Engagement

The One Second Collaborative is an initiative with authentic community engagement at its core. The initiative engages community through a variety of methods and activities including: the Steering Committee, Youth Steering Committee, Workgroup Summit, Community Perception Survey, and Stakeholder Listening Sessions. The Steering Committee of the Collaborative is comprised of a majority of community members representing different zip codes and organizations, as identified by the multi-sector data outlined above in prior questions. The Steering Committee has established four subcommittees aimed at increasing overall engagement as well as providing opportunities to increase representation of stakeholders influenced by and working to address youth gun violence. The subcommittees include: hospital-based violence intervention program development, referral management system multi-disciplinary team, fund development, and school-based violence prevention.

Additionally, the framework being followed by the steering committee and associated subcommittees and teams is human-centered design, which puts the experiences of those closest to the challenge at the center, and any ideas and solutions that come out of the Collaborative will have been developed with that in mind. Human-centered design is a six-stage process, and the Steering Committee focused on the first two phases during the meetings on April 29th, June 15th, and June 29th, with the working groups (described below), taking over for the “ideate phase.”



As evidence of this community engagement, the steering committee members participated in the following activities during the first three meetings:

April 29, 2023:

1. Meeting and learning about one another, specifically focusing on how youth violence has impacted their life, and what members hope to see with the work of the OSC.
2. Learned about the structure of the Collaborative and the partners who have been engaged to support the work.
3. Learned about City and County data regarding youth violence, social service referrals, and juvenile justice.
4. Developed journey maps to understand the collective experiences of the committee and the specific moments that defined their life trajectory as a youth.

Why is being a member of this Collaborative important to you?

- Childhood friends: life transformed by death of a loved one, safety net can prevent this
- Gives young people opportunity
- Provide additional tools/outlets of support
- Loss of family member
- Change is needed
- Crime prevention
- Be a part of the solution
- Lives matter
- Make a difference
- Create the solution
- Former member of a gang: wants to build solutions
- Impact on families and friends
- Partnerships are needed
- Provide care/support/meet where you are: fill the gaps
- Fight to serve children and provide what children deserve
- Adults need to show up for kids
- Safer Fort Worth

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What would success be one-year from now?

- Change one life, one day at a time
- Hope in young people's lives (but be very careful to not provide false hope)
- There is something bright in the future
- Less incidents of youth violence (3-4%) -> 100% can reach their potential
- Continuous collaboration (not just a grant program)
- Decrease in the need for JJAEP
- Action, not just conversation
- Identify service gaps, meet more of our children where they are
- Consistent presence of collaborative members in meetings and in the community
- Speaking the same language
- Structural changes
- Implementing comprehensive strategies and infrastructure
- One second can create hope
- Strong partnerships
- Data to make decisions
- Surround families with resources
- Pay attention to zip codes and school boundaries: expand access

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June 15, 2023:

1. Continue to build connections with one another, anchoring on the positive actions that have taken place since the last meeting.
2. Focus on the “define” component of human-centered design and key in on specific challenges we hope to solve to decrease the incidents of youth gun violence. This was done by developing “how might we...” questions.
3. Brainstormed focus areas for the working groups, which alongside the youth advisory council and interdisciplinary team, will work together with the community on identified strategies.

Identified Challenges We Must Solve – How Might We...

“As they move, we move” - Get resources to those who need them, especially when a family relocates to a different zip code.

Encourage agency collaboration

Identify those students that have a propensity to commit violence? And how do we address them?

Create **systems for early identification/screening** of at-risk individuals so we can provide interventions and education.

Remove the stigma of mental health support services.

Meet the population where they are and build connection with our youth.

Connect our identified youth to a trusted adult/mentor in school, work, or in areas of life that are important to them.

Provide counseling to both boys and girls who have experienced trauma.

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What Working Groups Should the OSC Launch - Brainstorm

- Multi-Sector Mental Health Services
- Communications and Outreach (in real-time)
- Recruiting Mentors
- Demographic Specific Outreach
- School Safety
- Agency Collaboration
- Tools and Resources for Early Identification
- Faith-Based
- Business
- Parent/Caregiver and Community Education
- Policy
- Education Leaders

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June 29, 2023:

1. Continue to build connections with one another, with a specific focus on sharing about an adult who positively impacted a steering committee member's life and why, as the need for mentorship and positive role models is a frequent refrain in this work.
2. Ensured alignment on the committee's "how might we..." questions as the foundation of our work.
3. Prioritized working group focus areas to create an impactful yet manageable number of working groups.
4. Developed working group action plans (still in progress) to identify the "charge" for the next six weeks.

Working Group Prioritization – Identified OSC Working Groups



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Communication and Outreach in Real Time

- **Communication:** The purpose of communication is the community understands the goal of the One Second Collaborative, and to get feedback from the Community on how to make a difference.
- **Outreach:** Making contact, spreading awareness, providing education, offering assistance, and promoting the cause.
- **How:** 6 weeks: social media, community events, advertising materials
- **Who:** Youth speaks from personal experience with a city representative
- **What:** The purpose of the work
- **Why:** The impact on the community.

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Tools and Resources for Early Identification

Timeline: 6 to 8 weeks, a minimum of 6 meetings occurring weekly.

Who: Staff first, then the steering committee. Potentially external appointee → qualified and experienced

Relevant Notes:

- Partner with school districts/community centers on evidence-based tools
- Coaching on how to identify kids at risk and connect to resources
- Space for parents who recognize their kid needs help
- Columbia screening tool
- Quality parenting education

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Mentor Recruitment

- Be willing to be trained (mediation, conflict resolution)
- Those that are close to the streets
- Rehabilitated but far enough removed
- Establish trust: recruit people who are already trusted and respected)
- Change agent → mentor
- Peacemaker → influencer
- Mentors *need* trauma-informed support
- emotional maturity in mentors
- Addressing language barriers

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Following the initial meetings in 2023, the Steering Committee and subcommittees continued to meet every month through in-person and virtual meetings, social mixers, leadership retreats, and even out-of-state conferences to connect with community leaders in other cities combating similar challenges.

Additionally, the Youth Steering Committee Orientation will take place August 8, 2024. Fifteen youth ages 14-24 have been nominated and interviewed to provide a direct youth perspective to the Collaborative. Beyond the Steering Committee and Youth Steering Committee, Community Engagement included a Workgroup Summit which took place in February 2 and 3, 2024. The Summit welcomed 150 community members from across Tarrant County including 75 youth between 14-18 years of age. The top five themes that came out of the Summit include:

1. Increase Collaboration and Information Sharing Across Organizations
2. Meet Youth and Families Where They Are
3. Awareness and Accessibility of Resources
4. Funding to Support Efforts with Emphasis on Violence Interruption
5. Trust (community and government systems; community organizations and other community organizations)

Lastly, a 3-part community assessment is underway to identify the factors and characteristics that influence gun violence in Tarrant County and develop a framework to help strengthen the OSC's impact. The Collaborative seeks to understand the following:

The Collaborative seeks to understand:

- The perceptions residents of the county have about the contributing factors to gun violence and effective solutions for reducing gun violence;
- The key data trends, characteristics, and factors that contribute to gun violence in Tarrant County;
- The opportunities to increase desired impact and the outcomes, outputs, activities, and inputs needed to reduce gun violence; and

The types of organizations that might be best suited to partner with the Collaborative

Labor Practices

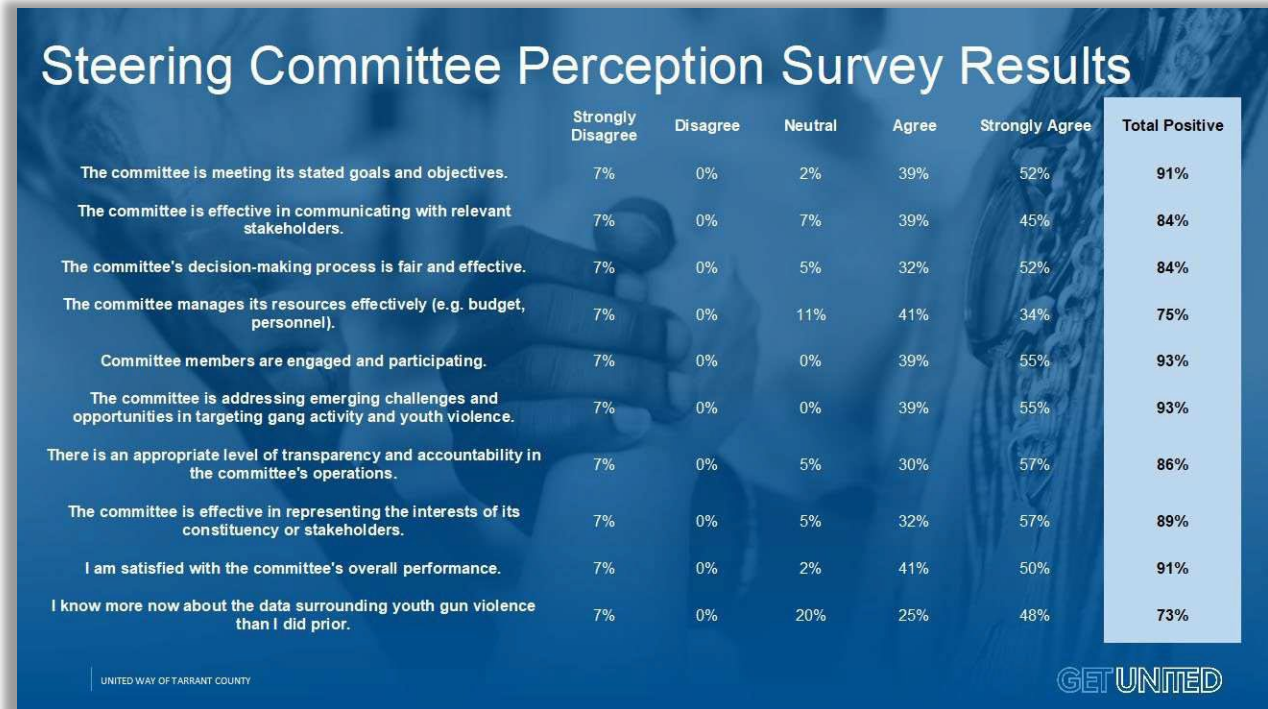
In compliance with other federal regulations, notice of projects will be posted as well as any available job opportunities. Contracts are still being prepared and will include language regarding hiring practices, wages, etc.

Use of Evidence

The collection and use of evidence are critically important for the work of the One Second Collaborative, and the team at UWTC has taken the following steps to be data-driven and evidence-based:

- As mentioned above, targeted data-driven approach to steering committee identification and selection, distribution of phase one funding, and focus zip codes.
- In partnership with Cities United, a national organization with a track record of success in developing public health and safety plans to reduce gun violence, the following evidence-based focus areas will be adhered to:
 - Prevention
 - Intervention
 - Suppression
 - Re-Entry

- Following the first three steering committee meetings, 91% of committee members believe that the committee is meeting its stated objectives and is meeting their expectations, while 93% of committee members agree the committee is analyzing current and emerging themes regarding youth gun violence and gang activity.
- Across all steering committee and subcommittee engagements, 93% of members have a positive belief (agree or strongly agree) that the committee is meeting its stated objectives and is meeting their expectations



Additionally, UWTC has retained Steady State Impact Strategies, a national management consulting firm, to perform a program evaluation on the effectiveness of the organizational structure and allocations within the OSC. To date, the following has occurred:

- Steady State Impact Strategies, the third-party evaluator, developed a program evaluation plan for the term of the grant, as well as a sustainability plan to sustain success and impact beyond the grant term (See Appendix)
- All grantees have attended a 1:1 meeting with Steady State to develop an individual program evaluation plan, as well as ensure the MOU has appropriate metrics and reporting.
- All grantees have individualized program evaluation reporting templates for grantee program evaluation and OSC program evaluation.

Additionally, the program evaluation project plan is:

One-Second Collaborative Evaluation Phases

Phase1: Community Survey Design, Delivery, and Reporting (Feb-August 2023)

Objective: Understand the community's perception of gun violence in their community and baseline

understanding and perception of the One Second Collaborative

Activities:

1. Design community survey
2. Solicit input from SC members to refine the survey.
3. Distribute survey through community organizations in targeted communities.
4. Draft Community Perception Baseline Report

Phase 2: Steering Committee Post Meeting Survey Design, Delivery, and Reporting (Feb-Dec 2024)

Objective: Understand the Steering Committee's perception of the committee, its proposals, and its planned implementation.

Activities:

1. Design steering committee survey
2. Solicit input of SC members to refine the survey.
3. Distribute survey post-Steering Committee meetings.
4. Present Results at the next scheduled SC meeting

Phase 3: Initiative Design and Development (Feb- July 2023)

Objectives:

1. Create an overall monitoring and evaluation strategy, including a full theory of change and corresponding measurement indicators and impact evaluation design.
2. Create the appropriate instruments to gather primary data and processes to access pre-existing data; and
3. Build the capacity of all nonprofits involved (e.g., nonprofit partners, school leaders, etc.) to conduct and benefit from M&E activities.

Activities:

1. Develop a performance measurement framework that articulates long- and near-term success, quality, and delivery of core activities/processes and engagement of the desired target populations, agencies, and nonprofit partners.
2. Determine how, when, and from whom each of these metrics will be collected.
3. Develop a plan, process, and tools through which One Second SC members and their partners will review M&E data.
4. Set goals for key metrics based on desired program findings and expectations.
5. Develop the data collection instruments, including survey questionnaires, interview guides, data submission templates, etc.
6. Ensure appropriate agreements and mechanisms are in place to obtain data from partners and other sources and maintain data confidentiality and security as needed.
7. Draft an outline of the expected Year 1 report. One Second SC would like to generate as a

mechanism to:

- Ensure we are collecting the right data from the right groups.
- Inform our thinking about the impact evaluation strategy and partner engagement, and
- Facilitate the preparation of the report as we collect data in future years; and
- Build a data management and reporting system One Second can use to house all M&E data and review ongoing results and progress throughout the implementation years.

Phase 4: Implementation & Reporting (July 2023-December 2024)

Objectives

1. Ensure all M&E activities are conducted efficiently, on time, and accurately.
2. Guide the continuous improvement of the initiative through M&E data and processes; and
3. Produce the first and second M&E reports.

Activities

1. Conduct all data collection through surveys, interviews, data submissions, and/or focus groups.
2. Provide a summary and facilitate strategy discussions with One Second Collaborative regarding progress, insights, and implications for the program; and
3. Develop a report analyzing the results of all data collection and identifying implications and recommendations.

Phase 5: Community Survey Delivery and Reporting (August – December 2024)

Objective: Understand how the community's perception of gun violence in their community has changed and understand their perception of the One Second Collaborative.

Activities:

1. Distribute survey through community organizations in targeted communities.
2. Draft Community Perception Baseline Report.

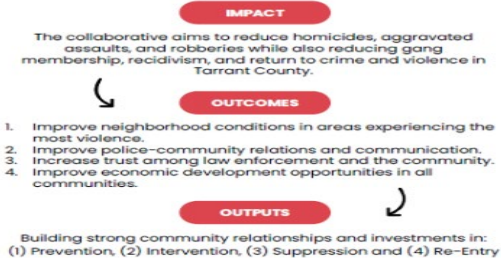
Performance Report

UWTC reports on the progress toward goals on a quarterly basis to the City of Fort Worth and on a monthly basis to Tarrant County, as this is a joint APRA award.

OSC Performance Reports have been conducted from October 2022 – June 2025 in the form of Quarterly Reports – Exhibit D of such reports is the project plan overview and status.

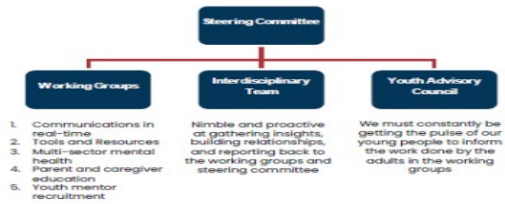
One Second Collaborative

THEORY OF CHANGE (WHAT)



THEORY OF ACTION (HOW)

The OSC will achieve its intended outcomes through an intentional organizational structure designed to widen community impact on specific actions, per input from grassroots and grass tops leaders.



OSC Theory of Change | Prevention (In Progress)

