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County of Santa Clara Office of Women's Policy: An Outcome Evaluation

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COUNTY OF SANTA CLARA OFFICE OF WOMEN'S POLICY:

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A Thesis Quality Research Project Submitted in
Partial Fulfillment of the Requirements for the
Masters of Public Administration

*An Outcome
Evaluation*



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INTRODUCTION

Introduction

Declaration of Intent

Women of Distinction Awards, Equal Pay Day, the Annual Domestic Violence Conference, Salute to Military Women, and Domestic Violence Information & Resources Workshops are a sampling of events that the Office of Women's Policy (OWP) sponsors or co-sponsors with a significant level of support. Their award-winning work has been recognized locally, statewide and nationally for its creative and collaborative efforts in areas that meet the needs of women throughout the community.

The OWP has operated within the County Executive's Office since 1998 and is partially supported by the County's general fund. It currently has a programmatic budget of \$22,000, plus two full-time employees, for a total county budget of \$271,524.00. The OWP also supplements its budget with grants, which vary year to year. For example, OWP was awarded \$400,000 for special initiatives to advance re-entry and green job training for female offenders. However, given the County's current budget crisis, the question has arisen as to whether public funds should be used to continue to support this department. For ten consecutive years, the County has faced significant General Fund deficits in the hundreds of millions of dollars. The fiscal year of 2012 began with a \$220 million gap, resulting in severe cuts to services and personnel (Smith, 2011). Departments across the County were faced with a new reality of doing more with less, and the OWP was no exception—losing half of its budget for services and supplies. While state legislators grapple to find solutions to the \$25 billion dollar deficit, County administrators are bracing themselves for another round of cuts to state aid (Smith, 2011). The Office of Women's Policy, along with other non-mandated services and departments in the County, will have to justify its activities and programs to keep its budget from being reduced even further.

The intention of this study is to examine whether there is a measurable benefit to the community for the County to continue its support of the Office of Women’s Policy by examining its ability to:

- a) Conduct outreach and raise awareness regarding issues affecting women and girls;
- b) Collaborate to better leverage resources among county departments, commissions, community partners, and service providers;
- c) Influence the legislative process at the local, state and national levels; and
- d) Support the County’s mission to promote a safe, healthy and prosperous community.

This examination is important for two reasons. First, it can be used to illustrate the array of activities performed by the OWP and how these activities tie not only to their goals, but the goals of the County in general. Secondly, with the reality of losing half of its programmatic budget, the staff of the OWP will have to take a critical look at the sustainability of its current activities and programs, given the significant loss of revenue.

Further, if it is revealed that some of their activities are counter to their mission or the mission of the County, then specific recommendations will be proposed to provide greater congruence with its mission, intended purpose and available resources.

Background on the Office of Women’s Policy

The Office of Women’s Policy (OWP) was established in 1998 under the leadership of former Supervisor Blanca Alvarado, a long time women’s advocate who believed that policy making should take into account the specific needs of women and girls. While much has changed in the 13 years since its inception—two directors have come and gone, and its budget has been cut by more than \$20,000—the OWP continues “to identify and address current and

emerging issues for women and girls challenging our community today”

(<http://www.sccgov.org/portal/site/owp/>).

The OWP works very closely with policymakers, researchers, and service providers throughout the county to identify critical issues that affect women. Furthermore, they have called upon this network to not only advise, but in some cases, to fund women-oriented research that serves as a basis for developing strategies and initiatives at the local level. Some policy issues that the OWP addresses are: economic security, including addressing the wage gap for women; re-entry issues for incarcerated women and their families; Title IX; language access issues (translation services at police scenes, particularly during domestic violence calls); human trafficking; work balance initiatives; domestic violence; issues specific to women veterans; and leadership development for girls. Additionally, they have developed the Women’s Policy and Non-Traditional Careers Academy, with the goal of creating fellowships for women entering non-traditional jobs (jobs where women occupy less than 25% of the positions), including construction and other building trades and also green jobs.

Much of their work is in collaboration with key partners. They offer staff support to several committees, including two of the most active Advisory Boards in the County: The Commission on the Status of Women (CSW) and the Domestic Violence Council (DVC). The Board of Supervisors each appoints representatives to serve on these official bodies which can make recommendations directly to the Board regarding programs, policies, and legislation. They also provide staff support to The Domestic Violence Information & Resources (DVIR) Collaborative, The South Bay Coalition to End Human Trafficking, and The Santa Clara County Re-Entry Network.

The OWP has two full-time employees, including a Director and a Policy Analyst. Another temporary full-time employee, who works on Women's Initiatives and Grants, was secured through a grant. Additionally, other part-time employees are hired when grants are secured for one-time projects, such as the Skills to Succeed Program which will run through November 2012 with a part-time coordinator. Besides the activities and events scheduled through their collaborations, the OWP has its own ambitious programming, including the Women's Policy Academy and Non-Traditional Careers, the Girls Advisory Team, and a Women and Girls Summit, which is held every three years to highlight emerging issues for women in Santa Clara County.

LITERATURE REVIEW

Literature Review

Global and National Recognition

Political leaders have long recognized the need to expose the injustices women face and to fight for gender equality. The United Nations' Commission on the Status of Women was established in 1946 in support of the advancement of women globally, and adopted the world's first treaty for the rights of women, known as the Convention on the Elimination of All Forms of Discrimination against Women, or "CEDAW" (www.un.org/womenwatch; Milani, Albert & Purushotma, 2004). Prior to this, there had been a gap in addressing gender discrimination in any of the human rights treaties, and the move to create CEDAW was a significant step toward addressing the unique problems and status of women and girls worldwide.

One of the greatest threats to women and girls worldwide is gender-based violence. "CEDAW is the only international agreement that specifically addresses violence and discrimination against women" (Milani, Albert & Purushotma, 2004, p. 23). Some forms of violence that women and girls around the world face include rape, domestic violence, honor killings, acid burnings, genital mutilation and sexual slavery. CEDAW is a violence prevention tool that has proven to be very influential in many countries.

While the majority of the world has ratified CEDAW, the United States has not. It is the only developed nation in the world not to do so. Yet tremendous efforts have been made in the U.S. to address violence against women. Since the late 1970s, national organizations, such as the National Coalition against Sexual Assault and the National Coalition against Domestic Violence, have formed to give a voice to abused women. Then in 1984, Congress passed the Family Violence Prevention Services Act which marked the first time federal dollars were designated for programs serving battered women and their children. Finally in 1994, the Violence against

Women Act was signed into law and required a coordinated community response to domestic violence, sexual assault and stalking crimes (<http://www.ovw.usdoj.gov/docs/history-vawa.pdf>). Since its inception in 1995, the United States Department of Justice’s Office on Violence against Women has awarded more than \$4 billion in grants and cooperative agreements to communities with programs that combat domestic violence, stalking and sexual assault (www.ovw.usdoj.gov).

There are other key efforts that indicate interest in making issues for women and girls a priority at every level of government in the U.S. President Obama created the White House Council on Women and Girls in 2009 “to enhance, support and coordinate the efforts of existing programs for women and girls” (Women in America, 2011). The California Commission on the Status of Women has advocated for women and girls since the 1970s and periodically hosts public hearings to receive testimony on emerging issues. Locally, the County of Santa Clara is one of only two known counties that actually has a department specifically to address the needs of women and girls.

Santa Clara County

As a local government entity, the County provides services for the community’s most vulnerable populations. Part of its mission is “to promote a safe, healthy and prosperous community for all” (www.sccgov.org). Furthermore, one of the goals of the County Board of Supervisors is to “increase resources for prevention and early intervention strategies as an alternative to reactive remedies” (Smith, 2011, p. 48). While declaring 2011 “The Year of the Child,” Board President Dave Cortese stated: “Our children cannot prosper if their families are not prospering” (State of the County, 2011). With the same conviction, the Public Safety and Justice Committee established a Re-Entry Network, which receives staff support from the OWP, to reduce recidivism, improve public safety and strengthen families (Smith, 2011, p. 50).

A demographic analysis of the women and girls who reside in Santa Clara County in 2010 shows that women and girls make up half of the county's population, and they are increasing becoming an older population. They are nearly equally divided between Caucasians, Asians, and Latinas, and nearly 40% of them are foreign born. While the education gap between boys and girls has closed for students in K-12 grades and more women are earning bachelor degrees than men, women in Santa Clara County continue to face a higher wage gap than other women nationwide. Women are underrepresented in higher wage job sectors, such as science, technology, engineering and mathematics. Latinas are less likely to be kindergarten ready, most likely to become teen mothers and least likely to graduate from high school, along with African Americans. Additionally, nearly half of all women in this county are overweight, and are more likely than men to report poor physical and mental health (The State of Women and Girls in Santa Clara County, 2012).

Theories of Citizen Participation

The county's core values include collaboration, public participation, and a commitment to efficient, effective, quality service (www.sccgov.org). Citizen participation is more than just "going through the empty ritual of participation;" it is "having the real power needed to affect the outcome of the process" (Arnstein, 1969, p. 216). Arnstein (1969) describes eight levels of participation and illustrates them through her well-known metaphor, the ladder of participation. Arnstein divides the ladder into three subsections: Non-participation, Degrees of Tokenism, and Degrees of Citizen Power. As a citizen climbs the ladder, his or her level of influence on the final outcome increases. The bottom two rungs are called, "manipulation" and "therapy," and represent non-participation. Here, the participants are talked to and "educated," rather than listened to. Rungs three and four are called "informing" and "consultation," and Arnstein

describes these levels as “tokenism.” While the members of the public may listen and have a voice, there is no guarantee that their views will actually have a meaningful impact on the outcome. “Rung five placation, is simply a higher level tokenism because the ground rules allow have-nots to advise, but retain for the power-holders the continued right to decide” (Arnstein, 1969, p. 217). Finally, participants have a more meaningful level of participation in terms of planning and decision-making in rungs six (partnership), seven (delegated power) and eight (citizen control).

A second theory of citizen participation aims to prevent and resolve public controversy through a systematic approach. Connor (1988) also uses a ladder, but he depicts methods of conflict resolution for the general public and for community leaders. Education is the first rung on the ladder and has the potential to lead to the prevention; however, if it is unsuccessful, then Connor suggests that one must move up the ladder one step at a time until resolution is reached. The second rung is “Information Feedback” followed by “Consultation.” The next section of the ladder is designed to take place between community leaders and power holders. They include “Joint Planning”, “Mediation” and “Litigation” as a final resort. The ultimate goal is either prevention or resolution as quickly as possible.

Vigoda (2002) criticizes the current state of modern public administration for placing too much emphasis on the idea of responsiveness, rather than citizen action and participation. “While responsiveness is mostly seen as a passive, unidirectional reaction to the people’s needs and demands, collaboration represents a more active, bidirectional act of participation, involvement, and unification of forces between two (or more) parties” (Vigoda, 2002, p. 527). He considers collaboration a better way of involving the public in which cooperation and teamwork between citizens and the government/public administrators is highlighted, and neither

party is “a pure servant nor the master” (Vigoda, 2002, p. 527). In contemporary public-sector management, however, both methods are necessary and should be integrated, rather than separated. “The paradox between serving clients and collaborating with citizens needs to be resolved on the way to creating a high-performing type of public organization...” (Vigoda, 2002, p. 528).

Not Just Women’s Issues

Gender related public policies not only affect women, but have broader implications for society as well. As President Obama noted upon the creation of the White House Council on Women and Girls, “The issues facing women today are not just women’s issues” (Women in America, 2011, pg. iii). Specifically from a gender standpoint, there are policies that affect women’s “access to education and employment, their ability to care for their children and other family members, and their chances to escape poverty and enjoy good health” (Htun & Weldon, 2007, p. 1). From a societal perspective, research has shown that gender equality leads to more prosperous and stable democratic institutions. Furthermore, the children of these gender-equal societies lead more healthy lives (Sen, 1999; Dreze and Sen, 2002; Nussbaum, 2001; Inglehart & Norris, 2003).

Best Practices

For women’s advocacy programs to be successful there needs to be support from the top down. International organizations like the World Health Organization (WHO) and the United Nations Commission of Human Settlements agree that “crime and violence is best addressed through the development of multi-level strategies across sectors and across all levels of government” (Castelino & Whitzman, 2008, pg. 312). Enforcement and implementation is the difficult function of the state. The state must be able to reform laws that negatively impact

women or else women's advocacy groups are likely to pursue policies with more of a symbolic dimension, such as quotas (Htun & Weldon, 2007).

Germany has been esteemed for building one of the largest women's policy infrastructures, with about 1,900 official units to promote gender equality (Lang, 2009). Yet, Lang points to their limited influence in important policy areas (2009). Some critics believe it is because of the fiscal crisis that the country has experienced over the last decade. However, Lang believes it is because of existing norms that are contrary to policy, powerful legislators who do not support gender equality and veto change, and also to a shift in gender equality language that is taking focus away from women's issues (2009).

In the United States, the Council on Women and Girls at the federal level provides a coordinated federal response to ensure that national agencies look at policies with a gender lens and serve as a resource for local units (Women in America, 2011). Some examples of gender-related issues that the Obama administration began to look at are equal pay, family leave and affordable child care.

Franceshet, who compared domestic violence policy outcomes from Chile and Argentina, reveals the importance of having strong support at the macro-level (2010). Chile outperforms Argentina because it has a more powerful, centralized body at the national level that serves as an "ally" to advocacy agencies at the local levels. Chile's National Women's Service, which operates as part of the executive branch, also proposes legislation and has an impressive legal reform department that conducts policy research. Not only does Chile's legislation go farther than that of Argentina by criminalizing domestic violence, it also makes it mandatory for the state to protect victims. "Chile has implemented the law better, gathering and reporting data on domestic violence; creating supporting services, such as public awareness campaigns and

training for police, judges, and health professionals; and providing services to victims of violence” (Franceschet, 2010, pg. 2). Argentina, on the other hand, is faced with “a decentralized federal state and a bureaucracy with very low policy capacity” (Franceschet, 2010, pg. 3). Argentina’s Women’s Council has lost so much of its funding resources that it has basically become ineffective, leaving local agencies without support.

Domestic Violence

The California Partnership to End Domestic Violence releases annual statistics regarding violence against women (www.cpedv.org): Approximately 40% of California women experience domestic violence, according to the California Women’s Health Survey released in 2006. The California Department of Justice reported that there were 113 domestic violence fatalities in 2008, and 99 of those victims were female. In 2011, the Santa Clara County District Attorney’s Office reported 16 domestic violence related deaths (www.sccgov). On average, Santa Clara County receives 5,000 domestic violence related calls per year, according to the California Department of Justice. Overwhelmingly, the victims are women (<http://ag.ca.gov/cjsc/datatabs.php>). There are about 107 domestic violence programs that provide nearly 3,600 shelter beds for victims in California. Fifty-four percent of these programs function with less than twenty employees, while 28% of programs have less than ten paid staff. State funded domestic violence programs also provide emergency food, clothing and counseling services to thousands of people in need. The state of California budgets about \$1.4 million for domestic violence programs (www.cpedv.org).

Research has shown that a coordinated approach among service providers, law enforcement agencies and the courts yields more positive responses compared to individualized efforts when combatting domestic violence (Sheppard, 1999). In fact, the Santa Clara County

Domestic Violence Council (DVC) is cited as an example for other communities to follow because of its interagency communication and collaboration that promote effective prevention, intervention and treatment techniques (Sheppard, 1999). Among the 22-member DVC are policy-making representatives from the Santa Clara County Family and Criminal Superior Courts, the Probation Department, the District Attorney's Office, San Jose Police Department, the Social Services Agency, as well as the medical and faith communities and a domestic violence survivor, just to name a few.

Castelin and Whitzman (2008) acknowledge that the best way to prevent violence is at the local level, where community, law enforcement and the courts can partner to local circumstances, build on local resources, and be innovative with their approaches. Victims of domestic violence benefit from a coordinated approach since resources can be shared with them and guidance can be provided as they navigate a complex system.

Overwhelmingly, domestic violence research and policies focus on women, but some researchers argue that domestic violence should not be classified as a gender issue. The patriarchal paradigm, which contends that men are the primary perpetrators of domestic violence, has guided domestic violence research, intervention and policy for the past three decades (Hamel, 2009). However, the Hamel's research shows that this type of abuse is mutual. The gender-inclusive model shows that "men and women emotionally abuse and control one another at approximately equal rates, intimate terrorists are equally likely to be male or female, men suffer one-third of physical injuries, and males and females are equally affected by emotional abuse" (Hamel, 2009, pg. 41). Hamel does acknowledge that women are physically abused more often than men; however, he states that current policy should change to address the needs of the

entire family. He argues against mandatory treatment for men and advocates for more services for male victims (2009).

Education

The Women in America Report, which was commissioned by the White House Council on Women and Girls to provide a baseline of information, shows women have made tremendous strides in education (2011). A higher percentage of women earn college degrees compared to males, and more women receive a graduate education; however, when it comes to conferred degrees in science and technology—which lead to higher paying jobs—men out pace women (Women in America, 2011). According to the 2010 Census, 44.4% of all females in Santa Clara County have at least a Bachelor’s degree, compared to 29.7% of females in the state and 27.9% of females in the nation. Nonetheless, the high school drop-out rate among females in Santa Clara County is still 12.3% (www.uscensus2010data.com). Earning a college degree decreases the chances of a Californian woman experiencing poverty by 80% (Brinck & Patrick, 2002).

Employment and the Economy

Statistics presented in the Women in America Report show that the labor force participation rate for adult women was significantly lower when compared to men, at 61% versus 75% (2011). However, the jobs women are attaining are more diverse than they used to be, probably due to their increase in education. For example, more women now work in management and professional occupations compared to the past (Women in America 2011). Still, the earnings gap between men and women persists across the country, state and county. For example, in Santa Clara County in 2002 women earned 70% of what men made (Auerhahn & Zimmerman, 2004). Additionally, “women are more likely to hold the lowest-paying jobs,

more likely to work part-time and less likely to hold the highest-paying jobs” (Auerhahn & Zimmerman, 2004, pg. 29).

The recession had a dramatic impact on low-income women in Santa Clara County where the cost of living is among the highest in the country. The traditional “low-income” definition of one who falls below the poverty line does not paint an accurate picture of how difficult it is for a family—let alone a single mother—to survive in Santa Clara County. For example, a single mother may make \$50,000 a year and still have trouble making ends meet, but would be turned away from family support programs under the current model. A more accurate measure should be based on a self-sufficiency standard of living that takes into account the cost of adequate housing, food, transportation, childcare, college savings and other necessities (Auerhahn & Zimmerman, 2004). For example, the self-sufficiency standard for a family consisting of a single parent, one preschooler, and one school-age child is \$59,946.00. To meet this standard in Santa Clara County, one would have to work more than three full-time, minimum paying jobs (<http://www.insightcced.org/index.php/insight-communities/cfess/ca-sss/cfes-county-santa-clara>). Forty percent of single female-headed households with children in Santa Clara County had incomes below self-sufficiency in 2000, compared to 21% of married-couple households with children (Auerhahn & Zimmerman, 2004). According to the 2010 Census data, the number of single female-headed households with children in Santa Clara County who had incomes below self-sufficiency jumped to a staggering 76.1% (www.uscensus2010data.com).

Women also felt the impact in the recession of 2001 and the current recession because of the cuts to social services. Since women are largely employed in social services, the reduction in these kinds of services means a reduction in job opportunities. Secondly, cuts to programs like Cal Works, child care and Medi-Cal also eliminate essential support services to women and

families alike (Auerhahn & Zimmerman, 2004). As for the current recession, men are recovering a lot faster than women. While the impact on men was greater at the beginning of the recession due to the loss of construction jobs, women have been hit by a greater proportion now due to the recent budget cuts in public-sector jobs (Khim, 2011).

Incarcerated Women

The Office of Women's Policy in Santa Clara County has supported award-winning research that looks at needs and life circumstances of incarcerated women at the jail level in order to better understand these and develop strategies to meet those needs and provide transitional support to curb recidivism. "Low-income women, women of color, and domestic violence survivors are the most likely to be in prison, and incarceration has lifelong economic impacts on women, their families, and their communities, perpetuating the cycle of poverty" (Auerhahn & Zimmerman, 2004, p. 59). Most women are convicted for nonviolent crimes, including drug-related crimes. Once a person is convicted of a drug offense in California, he or she is denied access to support programs and welfare. Furthermore, this report shows that the majority of women in prison are survivors of domestic violence (Auerhahn & Zimmerman, 2004).

A mother's incarceration has a deep impact on the lives of her children. Children of incarcerated women are more at risk of experiencing poverty, academic failure, substance abuse, and home displacements because they are more likely than other children to enter the foster care system (Wildman, 2009; Cho, 2010).

Conclusion

The literature shows political leaders have taken a stand against discrimination against women and for gender equality. Furthermore, from the research that has been conducted, best

practices are known. For example, we know that support must be present from the macro-level for local units to maximize their impact, and that a coordinated approach among law enforcement officials and service providers yield positive results when combating domestic violence. Statistics also reveal great disparities between men and women when it comes to education and income. Finally, a close look at incarcerated women in Santa Clara County reveals that most women are behind bars for non-violent crimes and have themselves been victims of domestic violence. The negative impact of their incarceration on their children is well documented.

METHODOLOGY

Methodology

Public programs and departments often stand or fall on the basis of their ability to show direct positive outcomes and overwhelming benefits when compared to costs. This study will examine the effectiveness of the Office of Women's Policy and its programs through an outcome evaluation using the technique described by Sylvia and Sylvia in *Program Planning and Evaluation for the Public Manager*, 3rd Edition (2004). The evaluation will focus on the activities and outcomes from July 1, 2011 to March 31, 2012, or three-quarters of the 2012 fiscal year. An analysis of the outcomes recorded will show whether or not the OWP met its stated goals, as well as the goals of the County and the Board of Supervisors. (*See TABLE 1 below for a description on how outcomes will be measured and TABLE 2 for anticipated outcomes.*)

Data:

Organizational Records

Permission has been granted to the author by the Director of the Office of Women's Policy to have access to organizational records between January 2012 and June 2012 for the purpose of this study. An examination of the organizational records will determine which activities occurred, what their purpose was, and how many participants were served. For some events, such as the Domestic Violence Annual Conference, results from a post participatory evaluation will be used.

Personal Interviews

Personal interviews will be conducted with OWP staff, county administrators, elected officials and community partners to reveal what they believe the role of the OWP to be, their perceived value of the OWP in helping them reach their own organization's mission, and their overall satisfaction with the support OWP provides. These interviews will serve as attitudinal

indicators of client satisfaction and perceived success from those closest to the delivery of service of the department. All interviews will be conducted following clearance from the Institutional Review Board (IRB).

Interviews with OWP Staff

Interviews with OWP staff will create a picture of the overall scope of OWP's activities. These activities tie to the organization's goals, which include: (1) to serve as a bridge between the County and community to ensure the voice of women and girls is present in decision-making; (2) to conduct outreach and dialogue to identify and raise awareness of current and emerging issues for women and girls; (3) to strategically collaborate to better leverage resources, identify programs and services, and examine the effectiveness of policy and systems in meeting the needs of women and girls; and (4) to influence the legislative process at the local, state and national levels. Additionally, individual staff interviews will provide an understanding of the diverse, complex and cross-systems work that the OWP delivers. The interviews will illustrate how their staff time is divided among their tasks, successes they have had, and challenges they need to overcome. Given the recent cut to the OWP budget, a closer look at program goals is warranted. Each staffer will be asked to interpret the meaning of each program goal and rank their importance.

Interviews with County Administrators, Elected Officials and Community Partners:

Interviews with three county administrators who oversee the OWP, two elected officials who call upon the work of OWP staff as experts on women's issues, and three community partners, will be conducted. The interviews will assess what they perceive the role of the OWP to be, how vital they perceive the role of the OWP is in the implementation of co-sponsored events and activities, and their overall satisfaction with the support provided. An analysis of all

of the interviews will reveal if all of the participants view the role of the OWP in the same way, and how much they value the work of the OWP.

Budget Analysis:

While costs associated with the OWP department are easy to calculate based on their budget from the County's General Fund and the cost of two full-time employees with benefits, the social benefits are more challenging to calculate. As Sylvia and Sylvia point out (2004), it is difficult to monetize the intangible benefits of a social program—or in this case, a department such as the OWP—so a cost/benefit analysis would be inappropriate. However, through an examination of the overall budget of the OWP, this research will examine what percentage of its budget came from the County's general fund, federal grants, fundraising efforts or other special funds. Additionally, a comparison between actual County costs and actual program outputs will be made.

TABLE 1: Measuring Outcomes

THEORETICAL GOAL T₁ = to identify and address the current and emerging issues for women and girls in our community

PROGRAM GOALS	FUNCTIONS	PROXIMATE INDICATORS	MEASURES
G ₁ : To serve as a bridge between County and Community (T ₁)	F ₁ : Host periodic events or workshops for the community to attend (G ₁ – G ₂)	I ₁ : Frequency of community events sponsored or co-sponsored (F ₁)	M ₁ : Tracking the number of community events sponsored or co-sponsored (I ₁)
G ₂ : To conduct outreach and raise awareness of issues facing women and girls (T ₁)	F ₂ : Provide staff support to County Advisory Boards (G ₁ – G ₂)	I ₂ : Number of participants reached at events (F ₁)	M ₂ : Tracking of overall number of participants at community events (I ₂)
G ₃ : To strategically collaborate to leverage resources (T ₁)	F ₃ : Make policy recommendations that positively impact women (G ₁)	I ₃ : Frequency of County Advisory Board meetings (F ₂)	M ₃ : Tracking the number of County Advisory Board meetings (I ₃)
G ₄ : To influence the legislative process at the local, state and national levels (T ₁)	F ₄ : Facilitate or participate in collaborations to share resources, exchange knowledge, and improve systems (G ₁ -G ₃)	I ₄ : Frequency of meetings associated with collaborations (F ₂)	M ₄ : Tracking the number of meetings associated with collaborations (I ₄)
	F ₅ : Provide expert, technical assistance or trainings (G ₄)	I ₅ : Number of collaborations engaged in (F ₄)	M ₅ : Tracking the number of collaborations (I ₅)
		I ₆ : Number of public testimonials, workshops or trainings provided (F ₅)	M ₆ : Tracking of number of testimonials, workshops, and trainings (I ₆)
		I ₇ : Level of satisfaction reported by key stakeholders (F ₁ , F ₂ , F ₄)	M ₇ : Percentage of stakeholders interviewed who reported being very satisfied with the work of OWP (I ₇)
		I ₈ : Number of policy recommendations to decision-makers (F ₃)	M ₈ : Tracking of number of policy recommendations made related to work of OWP (I ₈)

			M ₉ : Tracking how staff time is spent (I ₃ , I ₆ , I ₇)
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TABLE 2: Anticipated Outcomes

MEASURES	ANTICIPATED OUTCOMES
M ₁ : Tracking the number of community events sponsored or co-sponsored (I ₁)	AO ₁ : Increased communication between County and Community (M ₁ , M ₂ , M ₃ , M ₄ , M ₅ , M ₆)
M ₂ : Tracking of overall number of participants at community events (I ₂)	AO ₂ : Increased outreach and raised awareness of issues facing women and girls (M ₁ , M ₂ , M ₃ , M ₄ , M ₅ , M ₆)
M ₃ : Tracking the number of County Advisory Board meetings (I ₃)	AO ₃ : Increased amount of resources leveraged through collaborations (M ₄ , M ₅)
M ₄ : Tracking the number of meetings associated with collaborations (I ₄)	AO ₄ : Performance level of OWP staff gauged by stakeholders is positive (M ₇)
M ₅ : Tracking the number of collaborations (I ₅)	AO ₅ : Positive influence on the legislative process at the local, state and national levels (M ₈)
M ₆ : Tracking of number of testimonials, workshops, and trainings (I ₆)	AO ₆ : The majority of staff time is dedicated to operational tasks rather than program implementation(M ₉)
M ₇ : Percentage of stakeholders interviewed who reported being very satisfied with the work of OWP (I ₇)	
M ₈ : Tracking of number of policy recommendations made related to work of OWP (I ₈)	
M ₉ : Tracking how staff time is spent (I ₃ , I ₆ , I ₇)	

DATA COLLECTION

INTERVIEW DATA

Q1: From your understanding, what is the function of the County Office of Women's Policy?	
OWP Staff	<ul style="list-style-type: none"> • To advise the Board of Supervisors and County Departments on emerging issues that affect women and girls • To ensure that County Administrators and decision makers use a gender lens when creating policy • To form strategic partnerships and collaborations to develop programs, policies and practices • To engage the community and bring a voice to the underrepresented • To serve as a bridge between the County government and the community • To partner with organizations to bring to light issues affecting women and children • To hold decision makers accountable when it comes to budgets and policies that affect women and girls
Community Partners	<ul style="list-style-type: none"> • To represent the best interests of women's needs and challenges • To represent the County's work in the area of women's needs and challenges to the community • To serve as a liaison between the County and the community • To advocate for policies and make recommendations to the County that best serve the needs of women • To stay in tune to the needs of women and girls in the community and address those needs through programs and policy • To make sure county policies and practices are sensitive to women and children issues
Administrators	<ul style="list-style-type: none"> • To advocate for the needs of women and girls • To coordinate multifaceted efforts by nongovernment organizations and the government to meet the needs of women and girls • To explore women's issues and heighten awareness • To make sure the county is operating in a gender neutral way • To focus the county on women's issues • To help create a supportive environment in the work place and the community for women and girls
Elected Officials	<ul style="list-style-type: none"> • To address the issues facing women and girls and bring those issues to the Board, which in turn affect policies • Their advocacy has evolved into a critical influence and data system for decision makers.

Q2: What do you consider the strengths of this office?

OWP	<ul style="list-style-type: none"> • We provide a gender lens to decision makers and community. • We advocate for women and girls. • We educate all stakeholders about contributions of women and the benefits to the community. • We have strong leadership within the office. • All staff is passionate about our work; we complement each other. • We believe in our mission and that grounds us. • We all bring our passion to see women thrive in this County. • We have strong internal and external relationships. • Being in the County Executive’s Office creates a perception that adds more influence and credibility to our work. • We are in close proximity to the administration and decision makers.
Community Partners	<ul style="list-style-type: none"> • OWP staff delivers intentional, deliberate and distinct outcomes that meet the needs of women in our community. • OWP staff is very professional, organized, informed and well-connected across disciplines. • The staff has a true focus on their mission to advocate for women and girls • They are creative and collaborative to leverage resources.
Administrators	<ul style="list-style-type: none"> • The staff is well connected, very savvy and good organizers. • The staff makes the most of partnerships. • The OWP makes huge impacts for such a small office. • Having the office in the County Executive’s Office provides visibility and shows the importance the county places on women’s issues. • Being in the County Executive’s Office allows the ability to coordinate with other county departments and places the staff closer to the Board of Supervisors. • Staff members are good advocates and well-connected to gain political support. • Staff members are well thought of and have established credibility. • They have produced good products and reports. • They have a connection with the community and community groups. • They truly advocate for women’s issues.
Elected Officials	<ul style="list-style-type: none"> • The staff, their philosophy and commitment to women’s issues are the strengths of the OWP. • Their partnerships in the community. • The commitment of the Board.

Q3: What are some areas for improvement or challenges within the Office of Women's Policy?

OWP	<ul style="list-style-type: none"> • We need to narrow our focus and go deeper on these newly identified areas in order to maximize our human resources and become more efficient. • We need to increase the communication internally and between our office and the administration and our office and the elected officials. • We need to increase our marketing so that people know who we are and what we do. • We are spread thin; difficult to accomplish all tasks, yet hard to drop items because they are so important. • We have an increased workload and fewer resources. • Some things don't get done as well as they should.
Community Partners	<ul style="list-style-type: none"> • They are terribly understaffed for the breadth and scope of activities that they deliver. • They should be out in the community more, but cannot because of the lack of staff. • They do a lot, so the quality with which they follow through may be sacrificed. • Their vision should help them prioritize even more. • They could use more funding or more people to do more of what they are already doing.
Administrators	<ul style="list-style-type: none"> • They can't say no to some Board priorities, such as the staff support that they provide to the CSW and DVC which take up a lot of time. • They are over committed. • They don't have a dedicated stream of resources, so they are reliant on the General Fund. • They provide a discretionary function; the challenge is to find a balance between the core delivery services and discretionary functions. Are they producing enough value in the community to warrant their existence? • They have limited resources; they could use more staff. • They should connect more with national groups.
Elected Officials	<ul style="list-style-type: none"> • This is not a weakness as much as a challenge: lack of money. • Finding the best placement, model and system for them to continue to serve the Board.

Q4: What benefits does this office provide to... the Board of Supervisors/ Administration/ your organization?

OWP	<p>(...the Board of Supervisors and the County Administration)</p> <ul style="list-style-type: none"> • We provide expertise that informs the Board of Supervisors and Administration of emerging issues that women and girls are facing. • We are a resource for the Board of Supervisors and Administration. • We make sure they are addressing the community’s needs while using a gender lens. • We work behind the scenes, providing expert advice and talking points for the Board of Supervisors and Administration, possibly allowing them to avoid potential litigation on issues such as equal pay and harassment. • We manage millions of dollars. • Our role is congruent with public sentiment.
Community Partners	<p>(...your organization)</p> <ul style="list-style-type: none"> • They focus on issues that are relevant to our clientele. For example, their jail research, non-traditional job training, and teen dating violence are prominent issues our clients face. • Their award-winning jail research confirmed the assumption that a high percentage of female inmates are victims of domestic violence. In order to break the cycle of incarceration and abuse, the inmates are now offered services from my organization when they are released. They are offered another alternative besides returning to their abuser. This, along with job training, allows the women to move forward. OWP was concentrating on re-entry issues long before it was mandated by the State. • They helped develop a very responsive network for my organization. • Co-Sponsored a forum and provided administrative support and orchestrated a huge number of volunteers. • They provide the outreach, collaboration, education and resources that are out of the scope of what I can offer in my position. • They provide data so that we can start programs and practices that will better serve the community.
Administrators	<p>(...the administration)</p> <ul style="list-style-type: none"> • The OWP is the conscious during general decision-making and make sure that the needs of women and girls are being considered. • They give feedback on county-wide programs. • They have knowledge of other county departments and seek to form partnerships that make sense and benefit everyone. For example, they partnered with the Sustainability Office to promote green jobs for women. They partner with the staff of District 2 which is interested in

	<p>making improvements to the correctional system and realignment. These kinds of partnerships are good for the county as a whole.</p> <ul style="list-style-type: none"> • The information they provide is helpful for decision makers, but is more community oriented. • They keep the administration on point regarding women’s issues.
Elected Officials	<p>(...the Board of Supervisors)</p> <ul style="list-style-type: none"> • They bring issues to the Board regarding women’s needs in general and the needs of women under the County’s custodial care. • They bring their expertise and commitment to ensure that critical issues are in the face of the Board.

Q5: What benefits does this office provide the community at large?	
OWP	<ul style="list-style-type: none"> • We cultivate partnerships between the county government and community based organizations. • We provide resources and information to the community. • We produce reports, such as the Status of Women and Girls Report, which advocacy groups and decision makers can use as a reference tool. • We receive calls from community members who are seeking direction and resources for such issues as domestic violence and homelessness. • Investment in women benefits the society in general. • Our support of the mandated commissions encourages citizen participation. • In general, our office improves the status of women and girls in this county. • They raise awareness about women’s issues. • They are in the community at “ground zero” and have changed the landscape of how we outreach to our community. No one else does this. • The collaborations that they build allow providers, courts and administrators to get to know each other. This forum never existed before.
Community Partners	<ul style="list-style-type: none"> • The OWP ties non-profits, government and the community together. • By focusing on women’s needs, the quality of life for individuals increases and the quality of the community improves as well. • The County will gain financial savings in the long run because women will become less reliant on support services and become self-sufficient. • Their reports identify deficits and strengths that provide areas of focus for community programs. • Their educational workshops through the DVIR are unparalleled and unprecedented.

Administrators	<ul style="list-style-type: none"> • They raise awareness and provide education to the community on issues such as domestic violence. • They provide awareness and seek to improve the status of women and girls in general through their Women’s and Girls Report. • They bring groups together and provide a vision to move their agenda forward. • They have identified critical needs in the community through their research; for example, their re-entry efforts for women in county jails. • They have programs that celebrate girls. • They have the ability to bring groups together to plan in a more comprehensive manner.
Elected Officials	<ul style="list-style-type: none"> • They provide awareness to the county and to the general public. • They are the connection between the county and the community. • They bring the collective voice of our community partners to the Board.

Q6A: How is your staff time divided? (for OWP staff only)	
OWP	<ul style="list-style-type: none"> • Process—what need to happen to move things forward? • Logistics/planning for meetings, especially those which require compliance with the Brown Act. • Operational functions for mandated commissions • Priorities are driven by the calendar of events and planning for them. • Fundraising—takes time away from the policy focus

Q6: How satisfied are you with the support OWP has provided to your organization? (for community partners only)	
Community Partners	<ul style="list-style-type: none"> • Enormously • 100%
Administrators	<ul style="list-style-type: none"> • Very; they have a huge impact on the community for such a small staff. • Very satisfied.
Elected Officials	<ul style="list-style-type: none"> • They do a great job.

Q7: Consider the following goals of the OWP. Do you think the office meets each goal? Rank the goals from most important to least important.

- A. Serve as a bridge between County and community to ensure the voice of women and girls is present in decision making
- B. Conduct outreach and dialogue to identify and raise awareness of current and emerging issues for women and girls
- C. Strategic collaboration to better leverage resources, identify programs and services, and examine the effectiveness of policy and systems in meeting the needs of women and girls
- D. Influence the legislative process at the local, state and national levels

OWP	<ul style="list-style-type: none"> • A, B; C and D are equal • A and B are interconnected and are first priority; C, D • A and B are interconnected; then C, D
Community Partners	<ul style="list-style-type: none"> • Yes, the OWP meets each goal. • Each goal is ongoing and incredibly important. • Each goal is interconnected. • They do a good job at leveraging resources, and that is how they can do so much. • C should be divided—C1: Strategic collaboration to better leverage resources, identify programs and services; the C2: examine the effectiveness of policy and systems in meeting the needs of women and girls • B, C1, A, C3, then D • A and B are equal; then C, then D; not sure if they do D.
Administrators	<ul style="list-style-type: none"> • I don't think they influence the legislative process at the local, state and national levels, but they do keep important issues visible. • B, C, then A; but they are all interconnected. • These are in line with the County's mission to provide services to vulnerable populations and to build partnerships with the community. • B, C, A, then D. • These goals are in line with the county's core values of valuing the community and exhibiting mutual respect. • C, B, D and then A. I don't think they do D; not sure if they "examine the effectiveness of policy and systems..." • These goals are in line with the county's mission to promote a healthy, safe and productive community.
Elected Officials	<ul style="list-style-type: none"> • C, A, then B. I don't know if they influence legislative process at the local, state and national levels. • All of these goals are important. They influence the legislative process at the local level, but I don't know about their influence at the state and national levels. • These goals are in line with the county's mission to stay focused on the health of the community.

COLLABORATIONS DATA

The Office of Women’s Policy has created a comprehensive and impressive network of contacts with whom they partner to provide community events, trainings and direct services. As noted in interviews with various stakeholders of the OWP, many consider these partnerships to be one of the strengths of the department. The responsibility for each collaborative is divided among the three full-time staff members so that each one manages roughly three. (See Table 3, *Staff Appointed Collaborations*)

Table 3: Staff Appointed Collaborations

Director	<ul style="list-style-type: none">•Coalition for Equal Pay•Domestic Violence Advocacy Coalition•Misc. County Ad-Hoc Collaborations
Policy Analyst	<ul style="list-style-type: none">•Commission on the Status of Women•Girls Advisory Team•Women's Policy and Non-Traditional Careers Academy
Grants and Special Initiatives	<ul style="list-style-type: none">•Domestic Violence Council•Re-Entry Network•Domestic Violence Information and Resources Collab.•South Bay Coalition to End Human Trafficking

Some of these collaborations are mandated by the Board of Supervisors, like the Commission of the Status of Women, the Domestic Violence Council and the Re-Entry Network, while others are voluntary. The collaborations may be categorized in the following manner:

- Boards Mandated by the Board of Supervisors: those which are legislated by the Board of Supervisors; therefore, are not optional.
- Community Collaborations on which OWP serves and provides staff support: those which an OWP staffer is a contributing member, but is not the leader; therefore, membership is optional.
- Collaborations which the OWP leads: those which OWP has initiated to meet their own departmental goals; if these were not led by the OWP, they would not exist.
- County Ad-Hoc Collaborations: those consisting of county department representatives who focus on a specific issue and are usually temporary.

Below are descriptions of the various collaborations and their respective outcomes. (*See Table 4, Collaborations Supported by the OWP*)

Boards Mandated by the Board of Supervisors (BOS):

Commission of the Status of Women (CSW)

Established in 1973 by the Santa Clara County Board of Supervisors, the Commission on the Status of Women (CSW) promotes affirmative action and strives to eliminate discrimination against women in the areas of housing, employment, education, community service and related fields. There are 15 members on the CSW—three from each supervisorial district who have been appointed by the Board of Supervisors. Additionally, a representative from the Human Relations Commission serves as a non-voting member. Each commissioner serves a term of three years for no more than three consecutive terms.

As an official advisory board, the CSW is authorized to investigate matters of discrimination against women and bring recommendations to the Board of Supervisors that may influence policies, programs and legislation. It was through the CSW that the OWP developed a

gender analysis of the Elmwood Correctional Center for Women in its award-winning report, “*Breaking Cycles, Rebuilding Lives*,” which assessed the degree to which programs and services met the needs and life circumstances of female inmates. Currently, the CSW is conducting a work life survey for employers and employees in Santa Clara County to assess best practices and challenges of Work-Life Balance Programs. The findings will be released and presented to the Board of Supervisors in 2012.

The Director of the OWP bridges the gap between the CSW and other county departments and may request information or services from any county department, at the discretion of the County Executive, to promote the efforts of the CSW (CSW Bylaws). The OWP provides staff support to the CSW, including the preparation for its monthly meetings, the coordination of various projects and the maintenance of mandated county records.

The Domestic Violence Council (DVC)

The Domestic Violence Council, on the other hand, was established in 1991 to end domestic violence in Santa Clara County and advise the Board of Supervisors on related matters. The DVC coordinates among service providers, law enforcement agencies, county departments, the courts and members of the community to promote effective prevention, intervention and treatment techniques. Other goals are to improve the response to domestic violence and educate the public about domestic violence issues. They collect data and produce the annual “Death Review” in Santa Clara County, which documents the number of deaths associated with family violence (www.sccgov.org). They also host an annual Domestic Violence Conference where professionals in the social services receive professional development. In addition, they review and make recommendations on domestic violence protocols for law enforcements agencies throughout the county. The DVC consists of 22 members, each of whom is approved by the

Board of Supervisors. Like the CSW, each member serves a three-year term for a maximum of three consecutive terms.

The OWP facilitates the coordination between these boards and the Board of Supervisors. The administrative support that the OWP provides the CSW and the DVC include placing items on the agendas, scheduling meetings, posting notice and taking minutes of all action items, all of which are required by the Brown Act provisions. Additionally, they submit an annual Work Plan to the proper channels, conduct trainings for the commissioners and organize related events and activities. Each of these boards meets monthly and may have standing committees—which must be approved by the Board of Supervisors—that meet more often. The OWP is not an official member with voting powers of either advisory board and must remain neutral as a department within the County Executive Office.

Santa Clara County Re-Entry Network

Another official board to which the OWP provides coordination and administrative support is the Re-Entry Network. In an effort to reduce the number of offenders incarcerated in the state prison system and reduce the state budgetary deficit, Assembly Bill 109, the Public Safety Realignment Act, was passed on April 4, 2011. Consequently, the responsibility of supervising specified lower level offenders was shifted to the counties. In response to this mandate, the Santa Clara County Re-Entry Network was established to implement a seamless coordinated plan of services and supervision with each adult offender. The strategies of this network include sharing information among 13 agencies, including the Public Safety and Justice Committee, the County Sheriff, Adult Probation, State Patrol, Social Services Agency, and the cities within the county, just to name a few. It is the role of the Office of Women's Policy to

provide coordination and staff support to the network (*SCC Public Safety Realignment Implementation Plan*, 2011).

Community Collaborations on which the OWP Serves and Provides Staff Support:

Coalition for Equal Pay

Made up of local groups, governmental agencies and individuals to provide education and resources, the Coalition for Equal Pay, addresses the problem of the existing wage gap between men and women. The Coalition's own research has shown that women make approximately 78 cents for every dollar a man earns for similar work in Santa Clara County. Efforts include informational materials, workshops and distribution of an Equal Pay Kit for high school students to learn about the equal pay issue. The Director of OWP co-chairs this collaboration.

Domestic Violence Information and Resources (DVIR) Collaborative

Another collaboration that the OWP provides staff support to is the Domestic Violence Information and Resources (DVIR) Collaborative. The DVIR is a volunteer group of professionals including representatives from the Superior Courts, District Attorney's Office, Public Defender's Office, Sheriff's Department, Probation Department, The South Bay Labor Council and over 50 domestic violence agencies and service providers that partnered in order to provide information to the public about the process of reporting domestic violence. In 2006, as resources began to dwindle, this group began to offer quarterly public workshops to provide basic information to residents including: housing, childcare, victim services, perpetrator services, immigration, family court orders and substance abuse treatment. They also recently released a DVD with the same information—an effort that was two years in the making and

funded through a federal grant secured by the OWP. The goal of the DVD is to reach a broader audience on the internet, in public waiting areas, like airports, and in educational settings.

The DVIR is not an official advisory board recognized by the Board of Supervisors. It is a grassroots effort among volunteers that saw a need to be filled and stepped up. They offer a direct service to the public through their workshops and have reached hundreds of residents. Their limited funding is dependent on grants and donations. The OWP is an official member of this collaborative and donates many supplies to make their meetings, workshops and promotional materials possible. For example, the brochures printed and distributed at various community events were produced by OWP. The OWP offers formal coordination for this very large group, which would otherwise collapse, according to founder Santa Clara County Superior Court Judge Erica Yew.

Domestic Violence Advocacy Consortium (DVAC)

The Office of Women's Policy is a partner in this Consortium which is made up of the local domestic violence shelters in Santa Clara County. Its purpose is to coordinate advocacy efforts to address the needs of victims of violence and gaps in services and systems that compromise the safety and well-being of victims and their families and coordination between shelter providers for shelter and services that effectively serve the diverse population of Santa Clara County. OWP partners with the DV Advocacy Consortium to provide workshops and special training on key topics for domestic violence professionals. Examples include lethality assessment, building a trauma informed system of care for victims of domestic violence and identifying strangulation.

South Bay Coalition to End Human Trafficking (SBCEHT)

The South Bay Coalition to End Human Trafficking includes stakeholders and first responders to human trafficking, including law enforcement, service providers, District Attorney, Immigrations and Customs Enforcement, FBI, other community partners like faith based organizations and churches. It focuses on community education about the problem of trafficking, while providing coordination of efforts between partners to effectively identify rescue, provide assistance to victims and prosecute traffickers. An OWP staff member provides administrative staff support to this collaboration, including meeting coordination and event planning.

Collaborations led by OWP

Girls Advisory Team (GAT)

The Girls Advisory Team (GAT) was established in 2010 by the OWP to build leadership capacity among youth in Santa Clara County. The members receive training through a series of workshops on how to look at issues and policies with a gender lens, specifically asking what the implications are for women and girls. A group of 10 girls is selected from applications that are available through the OWP website. Criteria include being a county resident between the ages of 12 and 18. Some of the trainings the members receive are on media literacy, networking, teen dating violence and poverty. Furthermore, the girls develop a service learning project where they identify a local problem, conduct research and implement a solution. They also help organize the Girls Leadership Day Conference.

The GAT is not an official advisory board of the County. However, it was formed in coordination with the CSW who will look to them for advice on how local policies affect young girls. It was a strategic decision not to seek an official advisory role for the GAT, so that the facilitators would not be bogged down with the bureaucratic process of quorum and the Brown Act, for example. Presently there is a county Youth Task Force that advises the Human

Relations Commission and the Board of Supervisors, but the GAT is different in that its focus is specifically on how issues affect women and girls.

Women's Policy and Non-traditional Careers Academy

This effort has a two-fold purpose: 1) Promoting careers in County government and building capacity to effectively identify and address contemporary issues for women and girls in Santa Clara County, and 2) Increasing the economic security of women through recruitment and retention of women into non-traditional internships, training and employment. First, OWP sponsors unpaid and paid internships to local undergraduate students and fellowships to graduate students as a means to promote a career in the public sector, generate interest and build knowledge of key policy and social issues confronting women and girls today. These include assignments to various projects and initiatives, including the development of effective public policy to address the needs of women and girls. Secondly, because the anticipated growth in the green sector of Silicon Valley and the fact that many of the jobs in this sector are considered “non-traditional” areas for women (i.e. women occupy less than 25% of the positions in this sector), OWP is seeking ways to help women access training and education leading to non-traditional jobs. In addition to promoting the inclusion of women in non-traditional training with training providers in Santa Clara County, OWP partnered with the County Fleet and Facilities Department to develop an internship. During FY 2012, the first female intern successfully completed an internship in the County Fleet and Facility Department and is now actively applying for employment with the County with a high potential for placement in particular because of prior military history and the County’s “veteran preference” policy.

Women and Girls 2012 Summit--The State of Women and Girls in Santa Clara County

Released March 23, 2012, this highly anticipated report revealed how women and girls are faring in Santa Clara County. The report is a culmination of 2010 census data in the areas of education, economics, violence against women and health. The half-day summit featured leaders from public, private and non-profit sectors, as well as pioneering women leaders from the Santa Clara Board of Supervisors and San Jose City Council. Once known as “The Feminist Capital of the World,” Santa Clara County leaders are now asking themselves how to accelerate the progress of women who were shown to be lagging in all four areas of study when compared to men. The next step is to garner public input and launch a policy agenda for the Office of Women’s Policy in August 2012.

Table 4: Collaborations Supported by OWP

Board or Collaboration	Function	Meeting Schedule	OWP Staff Duties	Outcomes
Boards Mandated by the Board of Supervisors				
Commission of the Status of Women (CSW) 15 members; Appointed by BOS; 4 Work Groups	To advise BOS	Monthly 10 General Meetings per year 7 Executive Committee Meetings per year	-To administer Trust Fund -To prepare and post agendas -To prepare transmittals -To prepare for meetings -To create collateral for board members -To provide technical assistance	-Women’s Equity Breakfast -Equal Pay Day -Jail Advocacy -Forum on Vulnerable Workers (w/ HRC) -Work Balance Survey
Domestic Violence Commission (DVC) 22 members; Appointed by BOS; 5 Standing committees	To advise BOS	Monthly 10 General Meetings per year 4 Executive Committee Meetings per year 7 DVC Planning Meetings	-To prepare and post agendas -To prepare transmittals -To prepare for meetings -To create collateral for board members -To provide technical assistance	-Annual Conference -Death Review -DVC Retreat -New Councilmembers Orientation -DV Protocol presented to County’s Chiefs’ Assoc. and adopted Feb. 2012 -Sheriff’s dept. developed and implemented Language Access procedure for patrol manual; other jurisdictions to follow
Santa Clara County Re-Entry Network 8 members Open membership	To advise Board’s Public Safety & Justice Committee	Governance Team meets Quarterly; Coordination Team meets Monthly	-Planning Grant -Liaison to National Technical Assistance -Oversight for Consultants -Grant Management	-Community Forum on Criminal Justice System -County’s Re-Entry Network with Silicon Valley Council on Nonprofits -Faith Collaborative Forum -3 Focus Groups with ex –offenders -Re Entry Strategic Planning Retreat
Community Collaborations on which OWP serves and provides staff support				
Coalition for Equal Pay	To raise awareness regarding the wage gap among the genders and	Quarterly; 4 meetings	-Co Chair the committee -Provide collateral materials -Provide technical	-Equal Pay Day Employer Event -Equal Pay Day Workshop (De Anza

	advocate for fair wages		assistance in the form of workshops and presentations -Provide \$2,000 budget	College) -Equal Pay Cookie Project -\$tart \$mart Training -Fair Pay Kit
Domestic Violence Advocacy Consortium (DVAC)	To advocate for victims of domestic violence and coordination and training of shelter providers; To identify and correct systems' inefficiencies and gaps in victims' safety	Monthly; 12 meetings	-Participation and advocacy -Funding and facilitating training -Administer Domestic Violence Shelter Base Programs Special Fund (\$420,000 annually in funding)	-Workshop on advocates' role when DV victim is charged with a crime -Successfully reclaimed \$750,000 in state fees for shelters -Safety Audit of local pro-arrest policy -Assembly Bill drafted to give SCC the ability to raise marriage license by \$5 to fund DV programs
Domestic Violence Information & Resources Collaborative (DVIR) More than 50 organizations	To provide community outreach and to raise awareness	Monthly; 10 times per year	-To prepare for meetings -To create collateral for workshops -To provide technical assistance -To facilitate meetings	5 community workshops: 1 Service Providers' Workshop
Public Health Data Collaborative	To provide connectivity and sharing of data between departments	Monthly	-To represent OWP and communicate data needs and current data collected	-Collaborative established -Mission and goals identified
South Bay Coalition to End Human Trafficking (SBCEHT) 50 members	To provide advocacy and direct services	Monthly 4 Standing Committees	-To prepare for meetings -To provide technical assistance -To facilitate meetings	-HT Awareness Prevention (film screening) -SBCEHT Retreat
Superior Court Reproductive Health and Safety Task Force	Examine and address the reproductive health and safety of girls in Juvenile Justice court	Quarterly	-Represent OWP	-Task force established -Mission and goals identified
Trauma Informed Services Coalition	To build a trauma informed system of care among service providers	Quarterly	-Founding Member	-Coalition established -Mission and goals identified
United Way Community Assessment (time-limited: Mar. to Oct.)	To evaluate secondary data on the status of the county; looking at well-being of the county	Seven Meetings	-To serve as a committee member	-Report on the status of the county that will inform policy agenda for United Way, and attract well and attract funders

Collaborations led by the OWP				
Girls Advisory Team (GAT) 10 members; competitive selection process	To advise CSW and OWP	Monthly 10 meetings per year (Aug. – May)	-To advertise, recruit and select membership -To prepare and administer curriculum -To manage budget -To prepare agenda	-Leadership Day (March): -Service Learning Project
Women’s Policy and Non-Traditional Careers Academy	To provide leadership skills and training to local college students and women seeking non-traditional employment	ongoing	-To advertise, screen and select interns -To provide mentorship To evaluate performance	-Recruit, train and supervise interns -Successfully complete internships -Strong possibility of employment placement
Skills to Succeed Program 50 participants; in partnership with CTC, CET, Working Partnerships USA, City of San Jose Housing Dept.	To facilitate and promote successful integration of female offenders into non-traditional training and employment	Oct. 1, 2011 to Sept. 30, 2012	-To administer the program -To screen participants -To provide a needs assessment -To serve as secondary fiscal agent	-Secured \$400,000 in grant funding -Secured partnership with work2future and other service providers -Issued an RFSQ to four training providers -Job training and placement for 50 participants
State of Women and Girls in Santa Clara County Advisory Board 38 advisors from government agencies and service providers	To advise the OWP on the report	4 times between Aug. 2011 and Jan. 2012	-To initiate advisory board membership -To prepare for meetings -To fund report	-Production of Women and Girls Report 2012 -Launch Event (March) -Secured public and private funding in the amount of \$99,000
County Ad-Hoc Collaborations				
Sustainability Executive Team	To provide a coordinated effort between departments to achieve BOS Sustainability goals	Quarterly	-Report on sustainability activities related to human development, e.g. workforce training	-Team established -Mission and goals identified -Semi-annual reports to BOS
Zero Waste Events Policy Committee (time-limited)	To develop and implement a zero-waste policy for County sponsored events	Quarterly	-To develop a zero waste policy	-Policy created and implemented Fall 2011

EVENTS DATA

The daily activities and events of the OWP are in large part dictated by the events and activities of its collaborations. For example, routine meeting dates and events are scheduled far in advance, and the preparation of these activities falls on the OWP staff. Each of these collaborations hosts several events in which the OWP plans or participates. (See Appendix A: *Calendar of Events*) These events serve as a means for the OWP to outreach to the community, raise awareness regarding women’s issues and be in touch with emerging issues in general. (See Table 5: *Events Supported by the OWP*)

Table 5: Events Supported by OWP

**Italicized text denotes events that are on the calendar but have not taken place.*

Event	Description	Projected # of participants	Actual # of participants	Evaluation Results
Coalition for Equal Pay				
<i>-Equal Pay Day Employer Event in San Jose (April)</i>	<i>To raise awareness among employers regarding equal pay/wage discrimination</i>	50	TBD	n/a
<i>-Equal Pay Day Workshop, De Anza College (April)</i>	<i>To raise awareness among college students regarding equal pay for equal work between men and women</i>	75	TBD	n/a
<i>-Equal Pay Cookie Project (April)</i>	<i>To raise awareness regarding equal pay aimed specifically at high school students in throughout Santa Clara County</i>	1,500	TBD	n/a
<i>-\$tart Smart Training (with SJSU Career Center, Women’s Resource Center and AAUW) (April)</i>	<i>To raise awareness among female college junior and seniors on how to negotiate pay, especially for their first job; to train 15 facilitators with the ability to provide workshops</i>	40	TBD	n/a
<i>-Equal Pay Resource Kit Distribution (with U.S. Department of Labor, Women’s Bureau Region IX) (April)</i>	<i>To educate high school students and the public about the wage gap between men and women</i>	200	TBD	n/a
Commission on the Status of Women				
<i>-Women’s Day Equality Breakfast</i>	<i>To raise funds for CSW initiatives, including Work Life Balance, access to education and equal pay and opportunity for</i>	200	208	n/a

	women			
<i>Joint Forum on Vulnerable Workers (w/ HRC in May 2012)</i>	<i>To highlight the needs of vulnerable workers, especially women, in the workforce.</i>	75	TBD	n/a
Domestic Violence Council (DVC)				
- 18th Annual Domestic Violence Conference	To educate service providers, victims and agencies regarding domestic violence prevention	300	310	4.49/5.0
Domestic Violence Breezeway Project	To raise awareness of services providers for domestic violence victims in Santa Clara County during Domestic Violence Awareness Month	18 service providers	18 service providers	n/a
-DVC Retreat	To review data from Year 1 of the DVC's 5-year Plan and to develop action steps for Year 2	41	41	26 completed evaluations; 25/26 agreed that their time in the retreat was well spent.
-New DVC members Orientation	To provide new councilmembers an overview of the DVC and their responsibilities	5	5	n/a
Domestic Violence Information and Resource Collaborative (DVIR)				
-DVIR Community Workshops (5 total)	To provide educational workshops and outreach in the community	350 (April, May)	330 (Sept., Dec., Feb)	n/a
- DVIR Benefit: Film Screening , <i>Crime after Crime: The Battle to Free Debbie Peaglar</i>	To raise awareness regarding domestic violence and raise funds for DVIR workshops	75	50	n/a
-Service Providers' Workshop	To allow service providers an opportunity to share information and also identify challenges and solutions; OWP Director served on expert panel	100	125	n/a
OWP Sponsored Events				
-3rd Annual Salute to Military Women	To honor the contributions of women veterans from Santa Clara County and highlight their needs for our local decision makers	230	200	n/a
Salute to Military Women Breezeway Display	To honor the contributions of women veterans from Santa Clara County	10 veterans featured	10 veterans featured	n/a
-Girls Leadership Conference (March)	To educate youth regarding women's issues and inspire and to build leadership skills among GAT members	100	100	n/a
-Girls Advisory Team (GAT) Service Learning Project:	To engage GAT members in a service learning project of own	50	50	n/a

“Supplies to Succeed”	design; here they partner with “Skills to Succeed,” a program that moves former incarcerated women into non-traditional jobs			
-State of Women and Girls in Santa Clara County Launch Event	To release the highly anticipated report to the community, elected officials and the media on the status of women and girls in this county	400	300	n/a
Santa Clara County Re-Entry Network				
Community Forum Criminal Justice System	To engage the public and provide information regarding realignment, its impacts and services available to offenders and their families	70	70	n/a
County’s Re Entry Network with Silicon Valley Council on Nonprofits	To provide information regarding realignment, its impacts and services available to offenders and their families and strategize on the role non-profits can play	30	30	n/a
Faith Collaborative Forum with Ex-Offenders	To provide information regarding realignment, its impacts and services available to offenders and their families	100	110	n/a
-3 Focus Groups with female offenders, juveniles and Spanish speakers	To assess the needs of the ex-offenders to provide information regarding realignment	45	45	n/a
Technical Assistance at Community Events				
DVAC Workshop	Presented workshop on identifying strategies for advocates who work with DV victims who are charged with a crime	30	30	n/a
Legislative Informational Hearing: “Building Strong Communities to Stop Family Violence”	To receive public testimony regarding family violence; OWP Director served on expert panel for discussion.	50	75	n/a
“Miss Representation” film screening, sponsored by AAUW	To raise awareness of women’s issues; Policy Analyst served on panel for discussion	200	200	n/a
“Righting the Story of Women” Community Forum, sponsored by Latina Leadership Coalition	To describe how the negative portrayal of women in the media hurts everyone; OWP Director served on panel for discussion; Policy Analyst moderated discussion	50	50	n/a
Environmental Justice Classes – Gender Analysis	Spoke at Santa Clara University in the Environmental Justice class	30	30	n/a

	on how to conduct a gender analysis			
Stanford Amnesty International – Human Trafficking 101	Spoke at Stanford University with Amnesty International on the dynamics of Human Trafficking	50	50	n/a
DV Protocol for Law Enforcement	Participated in a working group to update the DV Protocol for Law Enforcement	30	30	n/a
YWCA of Silicon Valley – Human Trafficking 101	Spoke at YWCA Board of Directors and staff on the dynamics of human trafficking	30	30	n/a
Miscellaneous Community Events				
-Mother’s Day Tea & Theater (May)	<i>To educate women about the suffrage movement and encourage them to vote in the 2012 election</i>	200	TBD	n/a
Campbell Women of Distinction	To honor 2 recipients from the Campbell community who exhibit excellent leadership and service	2	2	n/a
Family Violence Service Network Forum	To explore the development of a local service network to address the needs of families in the community	60	43	4.57/5.0

STAFF DATA

There are three full-time employees within the Office of Women’s Policy, including one who is secured by a grant. Another part-time coordinator is secured through a grant and implements the “Skills to Succeed Program.” Finally, about four college interns are brought on board throughout the year through the Women’s Policy and Non-Traditional Careers Academy and contribute to various initiatives; each intern contributes for about three months, or more than 200 hours. The Organizational Chart below shows the hierarchy of employees and the areas for which they are responsible. *(See Table 6: Organizational Chart)*

Staff functions can be classified into three categories: (1) Administrative Functions: including supervising staff and interns, managing budgets for the overall department, special trust funds or grants, preparing reports for policy committees and BOS, and fundraising and grant seeking; (2) Operational Functions: including staffing commissions, complying with Brown Act and County policies, preparing transmittals to policy committees and BOS, and responding to County Executive and Board requests; and (3) Program Implementation and Policy Initiatives: including implementing grant programs, coordinating events, coordinating and participating in collaborations and providing technical assistance or trainings to various public entities. *(See Table 7: Staff Functions)*

Table 6: Organizational Chart

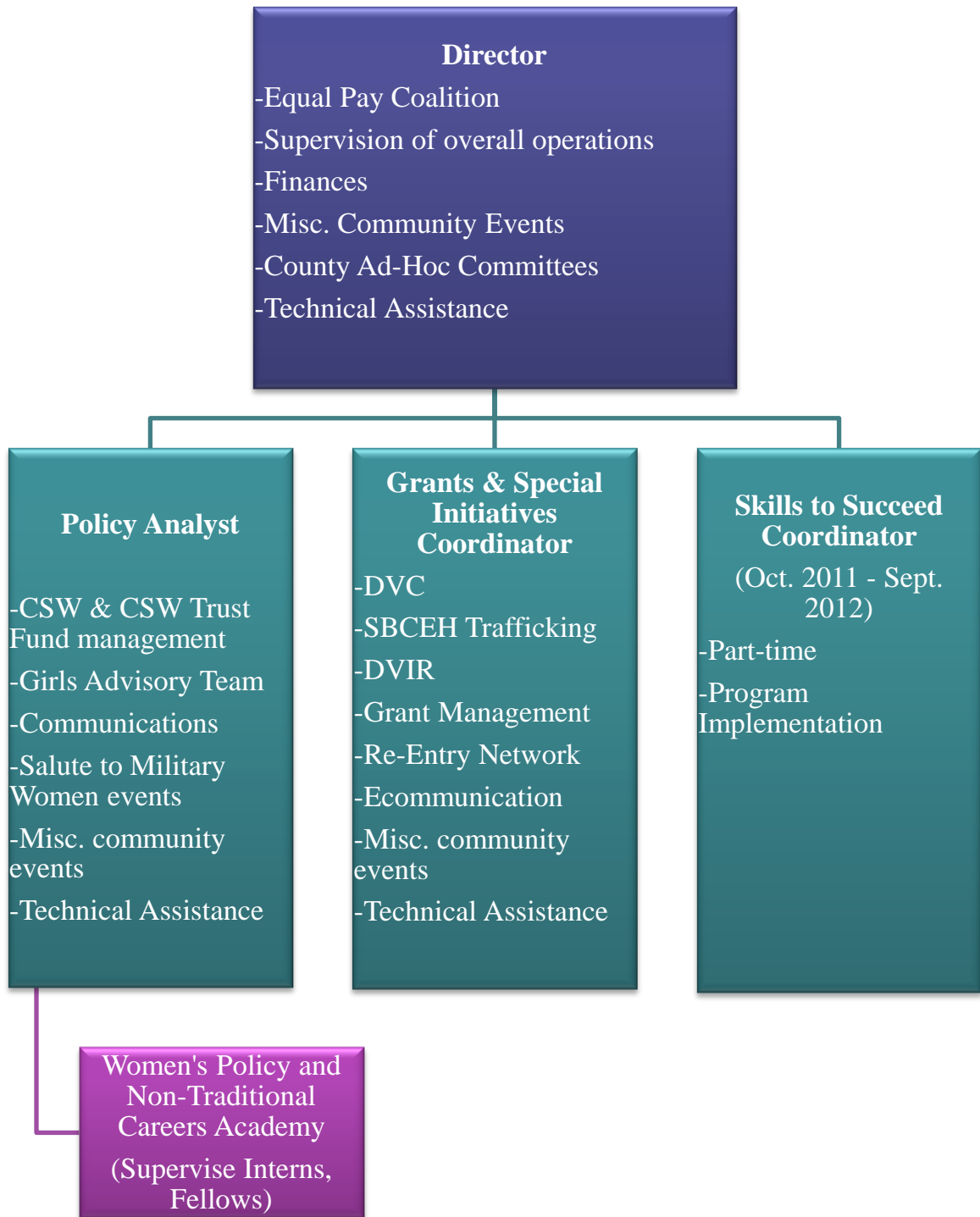


Table 7: Staff Functions

Administrative Functions	Operational Functions	Program Implementation and Policy Initiative
<ul style="list-style-type: none">• Supervising staff and interns• Managing budgets for overall department and special trust funds and grants• Preparing reports for policy committees and BOS• Fundraising and grant seeking	<ul style="list-style-type: none">• Staffing Commissions• Complying with Brown Act and County policies, including transmittals to policy committees and BOS• Responding to County Executive and Board requests	<ul style="list-style-type: none">• Implementing Grant Programs• Coordinating Events• Coordinating and participating in Collaborations• Providing technical assistance to various groups

BUDGET DATA

The Office of Women’s Policy receives funding from four sources: (1) the county’s General Fund, (2) Federal Grants, (3) Special Funds and (4) Fundraising.

General Fund

Currently the county provides general funding for two full time employees and a programmatic budget of \$22,000 to address the needs of women and girls in Santa Clara County.

TABLE 8: General Fund Allocation

Object 1: Staff salaries and benefits	\$249,524
Object 2: Program Budget	<u>\$ 22,000</u>
TOTAL	\$271,524

Federal Grants

The Office of Women’s Policy addresses issues for women in the criminal justice system with an emphasis on addressing the safety and well-being of victims of domestic violence and re-entry for female offenders. OWP has secured and administered various federal grants whose source is the Department of Justice - Office of Justice Programs.

TABLE 9: Federal Grants

Justice Assistance Grant 2010	\$14,000	For re-entry coord./DV coord.
Justice Assistance Grant 2011	\$57,000	For re-entry coord.
Office for Victims of Crime	\$78,000	For human trafficking coordination
Appropriations Grant – Skills to Succeed	<u>\$400,000</u>	For green job training-female offenders
TOTAL	\$549,000	

Fundraising

In an effort to leverage additional funding for OWP priorities, fundraising efforts continue from public and private sources which go into a special Women and Girls Trust Fund. The purpose of these fundraising efforts is to support the Woman and Girls 2012 and Beyond Initiative, including reports on the state of women and girls, activities to support the goals of that effort, and a Girls Advisory Team for leadership development of girls, including an annual Girls Leadership Conference.

TABLE 10: Fundraising

Fundraising	\$45,000	For Women and Girls Initiative and Girls Advisory Team (summit, report, & activities)
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Special Funds

The Domestic Violence Shelter Based Programs Special Fund contains two separate trust funds and is revenue derived from Probationer fees. When the courts convict individuals of a domestic violence crime, they have a mandatory \$400 minimum fine imposed. However, a judge can waive this fee if the defendant is unable to pay the cost. These fines are collected by the County Department of Revenue and administered by the Office of Women’s Policy in a trust fund (TF 0378). Similarly, judges may also impose an additional fee of a maximum \$5,000 payable to a battered women’s shelter which the County Department of Revenue collects and OWP administers (Liability Account 2220510).

TABLE 11: Domestic Violence Shelter Based Programs Special Funds

TF 0378	\$755,000
Liability Account	<u>\$160,000</u>
TOTAL	\$915,000

TABLE 12: Funding Summary

OWP Cost to the County (General Fund)	\$271,524
Federal Grant Funds OWP has secured	\$549,000
Special Funds OWP administers	\$915,000
Fundraising Efforts	<u>\$45,000</u>
TOTAL Amount of Funds OWP has secured and administered during FY 2012	\$1,785,524

FINDINGS

KEY FINDINGS FROM INTERVIEW DATA

The following research findings are based on data gathered from 11 interviews. The sample consisted of three OWP staff, three county administrators, two members of the Board of Supervisors, one non-profit service provider, and two collaboration partners. The gender breakdown of the sample consisted of four males and seven females. The purpose of the interviews is to reveal beliefs about the role of the OWP, perceptions about the value of the OWP in helping them reach their own organization's mission, and to gauge overall satisfaction with the support OWP provides. These interviews serve as attitudinal indicators of client satisfaction and perceived success from those closest to the delivery of service. All interviews were conducted following clearance from the Institutional Review Board, and the responses were kept confidential. Key themes surfaced and are summarized below.

Q1: From your understanding, what is the function of the County Office of Women's Policy?

The purpose of the first question was to see what each stakeholder considered the role of the OWP to be. Upon analysis, each subgroup yielded similar answers, with little variance. However, as expected, the answers from the OWP staff were more comprehensive. All answers reflected the stated mission of the department. Therefore, it can be concluded that all individuals interviewed understood the role of OWP.

- The OWP serves as a link between the Board of Supervisors, the County Administration and the community.
- The OWP advises the Board of Supervisors and County Departments on emerging issues that affect women and girls.

- The OWP forms strategic partnerships and collaborations to develop programs, policies and practices.
- The OWP’s work provides decision makers with local data on which to base decisions.

Q2: What do you consider the strengths of this office?

By far the most common response to this question was “the staff.” Although, the OWP operates with only three full-time employees, their dedication, creativity and outcomes are highly respected among their work groups. As one administrator stated, “The Office of Women’s Policy makes huge impacts for such a small office.” Additionally, their position in the County’s Executive Office was also perceived as a strength. Three themes emerged from the responses to this question: the staff, the positive outcomes and their location in the Office of the County Executive. The key findings are summarized below.

- OWP staff is very professional, organized, informed and well-connected across disciplines.
- OWP staff delivers intentional, deliberate and distinct outcomes that meet the needs of women in our community.
- Being in the County Executive’s Office creates a perception that adds more influence and credibility to [their] work.

Q3: What are some areas for improvement or challenges within the Office of Women’s Policy?

The central theme surrounding this question revolved primarily around the lack of resources. There was little variance between the subgroups regarding this question, as they all pointed to the lack of resources. The OWP does not have a dedicated stream of funding and relies on the General Fund. They also struggle with balancing their own agenda with the Board mandated priorities, such as staffing the CSW and DVC, which take up a lot of their time. Finally, lack of communication among staff, the Board of Supervisors and County Administration was also identified as a weakness.

- They are terribly understaffed for the breadth and scope of activities that they deliver.
- They need to narrow their focus and go deeper on these newly identified areas in order to maximize our human resources and become more efficient.
- They need to increase the communication internally and between their office and the administration and their office and the elected officials.

**Q4: What benefits does this office provide to...
the Board of Supervisors/ Administration/ your organization?**

OWP provides a wide range of support to the Board of Supervisors, County Administration and several community partners. Each subgroup was asked to identify benefits that the OWP provided to them specifically. Again there was little variance among the responses, as each of them pointed to the staff's expertise on women's issues, their connection to the community and knowledge of county protocol and practices.

- OWP works behind the scenes, providing expert advice and talking points for the Board of Supervisors and Administration, possibly allowing them to avoid potential litigation on issues such as equal pay and harassment.
- They helped develop a very responsive network for community organizations.
- They provide the outreach, collaboration, education and resources that otherwise would not be available to many community groups.
- They have knowledge of other county departments and seek to form partnerships that make sense and benefit everyone.
- They bring their expertise and commitment to ensure that critical issues are in the face of the Board.

Q5: What benefits does this office provide the community at large?

All responses were positive and noted benefits to individual women, their families, and the entire community. Two service providers noted that the work in the community, like the DVIR workshops, would not occur if it were not for the efforts of the OWP. Particular emphasis was also placed on the bridge that the OWP provides between the community and county government. Additionally, long term financial savings was noted by one community partner who believes that the OWP helps women become self-sufficient and less reliant on county services.

- The OWP ties non-profits, government and the community together.
- By focusing on women's needs, the quality of life for individuals increases and the quality of the community improves as well.

- The County will gain financial savings in the long run because women will become less reliant on support services and become self-sufficient.
- They provide resources and information to the community; their workshops through the DVIR are unparalleled and unprecedented.
- They produce reports, such as the Status of Women and Girls Report, which advocacy groups and decision makers can use as a reference tool.

Q6: How satisfied are you with the support OWP has provided to your organization?

The response to this question was also consistent and very positive.

- Enormously
- 100%
- Very satisfied
- They do a great job.

Q7: Consider the following goals of the OWP. Do you think the office meets each goal? Rank the goals from most important to least important.

- A. Serve as a bridge between County and community to ensure the voice of women and girls is present in decision making
- B. Conduct outreach and dialogue to identify and raise awareness of current and emerging issues for women and girls
- C. Strategic collaboration to better leverage resources, identify programs and services, and examine the effectiveness of policy and systems in meeting the needs of women and girls
- D. Influence the legislative process at the local, state and national levels

All of the stakeholders felt that OWP meets their stated goals, with the exception of influencing the legislative process at the state and national levels. Additionally, administrators and elected officials believed that these goals were in line with the county's overall mission to

promote a healthy, safe and productive community. However, the ranking of the goals showed some deviation among the responders.

Among the OWP staff, there was complete congruence, even though they were all interviewed separately. Each agreed that the order in which their efforts should be focused should be A, B, C and the D.

Among Community Partners, one agreed with the OWP staff, (A, B, C, then D), one felt that all of the goals were equally as important as the others, while the last person offered a recommendation before she ranked the goals. She felt as if goal C should be divided into two parts: C1= Strategic collaboration to better leverage resources, identify programs and services; and C2= examine the effectiveness of policy and systems in meeting the needs of women and girls. She felt the priorities should be B, C1, A, C3 and then D.

The top two priorities according to the county administrators and the elected officials were B and C. None of them believed that the legislative process was influenced at the state or national levels.

In summary, each subgroup ranked influencing the legislative process at the local, state and national levels as the last priority. There was no consistency among which stated goal should be the top priority, although majority of those interviewed believed that each of the goals was interconnected.

KEY FINDINGS FROM COLLABORATIONS DATA

The Office of Women’s Policy has developed external and internal collaborations that are critical to their work. Primarily these collaborations serve as an important connection to the community. The OWP is uniquely positioned to serve as a bridge between the county government and service providers who provide the direct services to the public. Additionally, as in the case with the DVC and CSW, they provide knowledge of process and procedure that are legally mandated of official commissions. Key findings emerged upon examination of the collaboration data that reveal the scope of their work.

- OWP provided support to 17 collaborations.
- Three collaborations were mandated by the County Board of Supervisors: CSW, DVC and The Re-Entry Network.
 - Each of the collaborations has a general meeting and an executive committee meeting each month.
 - They must follow the provisions of the Brown Act.
- OWP—and the County by extension—participated in 8 collaborations that were led by community partners.
- Four of the collaborations were led by the OWP, meaning the collaboration was initiated by department to meet its stated goals
- OWP participated in two ad-hoc collaborations with other county departments.
- Seven collaborations meet monthly; six meet quarterly.
- OWP staffers attended 131 meetings associated with these collaborations.
- 54/131 of OWP meetings were associated with mandated boards.
- Outcomes that influenced policy changes included:

- DV Protocol for Law Enforcement adopted February 2012
- Language Access Procedure developed and implemented by Sheriff's Department
- Assembly Bill drafted to give Santa Clara County the ability to increase the marriage license fee by \$5 to support DV programs

KEY FINDINGS FROM EVENTS DATA

The Office of Women's Policy plans and/or participates in a large number of events throughout the year. Each event educates the public, including victims of domestic violence, service providers or other governmental agencies, about issues that affect women in our community. Many of these events take place in the evenings or on weekends, extending the work week for OWP staff. Below are some key findings from the events data.

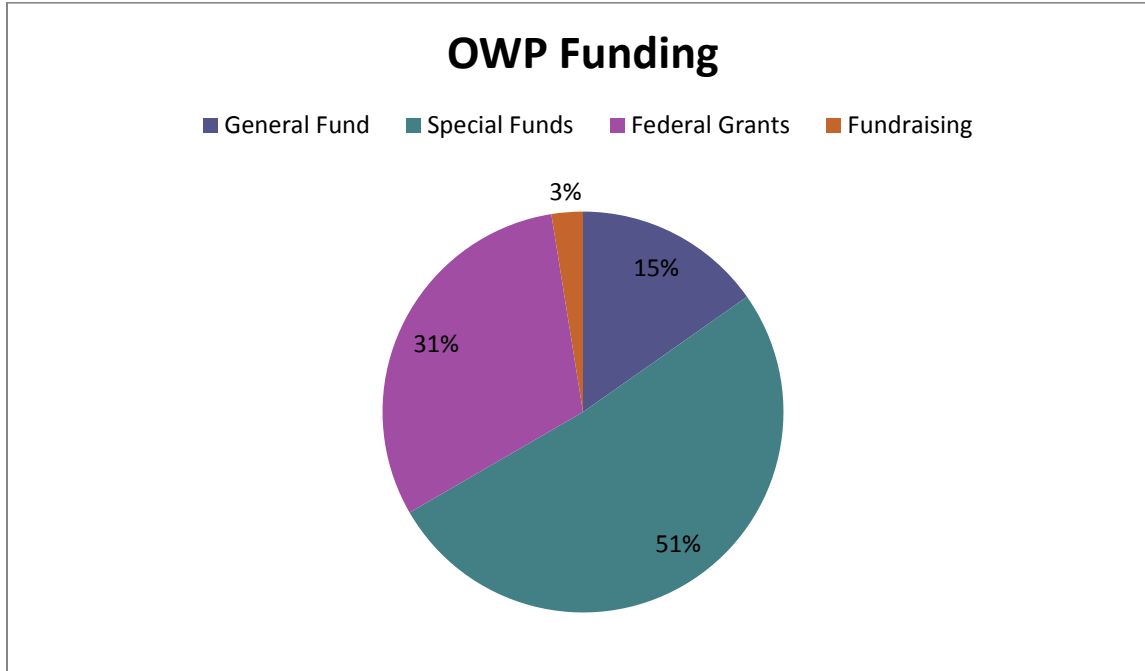
- OWP participated in and/or planned 40 community events.
- OWP reached 2,517 participants during July 2012 – March 2012.
- It is anticipated that OWP will reach an additional 2,290 participants between April 2012 and June 2012, for a total of 4,807 contacts for FY 2012.
- Only 3 formal evaluations were conducted following the events (DV Conference, DVC Retreat, and the Family Violence Service Network Forum).
 - The average satisfaction rating between the DV Retreat and Family Violence Service Network Forum was 4.53/5.00.
 - 25/26 attendees of the DVC Retreat felt their time was “well spent.”
- 5 events were in conjunction with the Coalition for Equal Pay.
- 2 events were in conjunction with the CSW.
- 4 events were in conjunction with DVC.
- 6 events were in conjunction with DVIR.
- 1 event was in conjunction with DVAC.
- 5 events were led by OWP.
- OWP provided technical assistance at 9 events.

- OWP coordinated 3 miscellaneous community events (Mother's Day Tea & Theater, Campbell Women of Distinction Awards, and Family Violence Service Network Forum)

KEY FINDINGS FROM STAFF DATA

- Each full-time employee is responsible for three or four community collaborations.
- Staff members offered technical assistance at 9 community workshops and events.
- Policy Analyst prepared for and attended 17 meetings associated with the Board mandated CSW.
- Policy Analyst coordinated five events/initiatives co-sponsored by the CSW.
- Policy Analyst supervised three interns.
- Grants and Special Initiative Coordinator attended 37 meetings associated with Board mandated commissions (DVC and Re-Entry Network).
- Grants and Special Initiative Coordinator coordinated two miscellaneous events (Campbell Women of Distinction and Family Violence Service Network Forum).
- Each staff member assists with OWP sponsored events and initiatives, such as the State of Women and Girls 2012 Report, the Girls Leadership Day and the Salute to Military Women event, just to name a few.

KEY FINDINGS FROM BUDGET DATA:



- The Office of Women’s Policy has secured and administered \$1,785,524 during FY 2012.
- Of this amount the County invested \$271,524 in FY 2012, or 15% of the OWP’s entire funding.
- The Domestic Violence Shelter Based Programs Special Fund (\$915,000) accounts for more than half of OWP’s budget, or 51%.
- Federal Grants account for \$549,000, or 31% of OWP’s funding.
- Fundraising efforts have yielded \$45,000, or 3% of OWP’s funding.

CONCLUSIONS

CONCLUSIONS

The purpose of this project was to assess whether there is a measurable benefit to the County to continue its support of the Office of Women's Policy. There were three components of study:

- (1) *Personal Interviews*: A qualitative approach to reveal what the stakeholders believe the role of the OWP to be, their perceived value of the OWP in helping them reach their own organization's mission, and their overall satisfaction with the support OWP provides.
- (2) *Review of Organizational Records*: A quantitative approach to reveal the number of collaborations, events and trainings the OWP has accomplished, and whether or not these activities met their stated goals and the goals of the county. Additionally, this analysis reveals how the OWP staff's time is divided.
- (3) *Budget Analysis*: This analysis reveals the current county cost of supporting OWP, the amount of dollars secured through grants and fundraising, and the total amount of dollars administered by the OWP.

Personal Interviews:

All stakeholders understood the role of the OWP to serve as a bridge between the community and the county, a stated goal of the OWP. The collaborations that the OWP has developed align with the county's core values which include collaboration and participation. These values are at the core of OWP's operations and are evident through its cross-sectional network of partners in the community, its support of Board mandated commissions, and its own policy and program initiatives.

While the CSW and DVC have important roles in the community and the political process, Arnstein would have them stalled on the fifth rung of the ladder, placation. The legal

authority of these boards stops at making recommendations to the Board of Supervisors who have the ultimate power to make policy changes and approve programs. These boards fall short of reaching true collaboration, where decision-making powers are shared, according to Arnstein's model. The value in the boards, however, is that they have the human resources and expertise to investigate matters and report back to the Board of Supervisors before policy decisions are made. They are a direct tie to the community to keep the Board of Supervisors informed of emerging issues.

Being entrenched with community allows the OWP to gain knowledge of emerging issues. Back in 2005 with its *Breaking Cycles Report*, OWP identified the challenges that incarcerated women at the jail level face when trying to integrate back into society. They started working on transitional support services to curb recidivism among this population, which was dominated by women of color who committed nonviolent crimes and were likely to be victims of domestic violence themselves (Auerhahn & Zimmerman, 2004). One Supervisor stated: "They were working on re-entry issues when re-entry wasn't cool!" Since then, they have received more than \$500,000 in grants from the Department of Justice, and Assembly Bill 109—the Public Safety Realignment Act—passed on April 4, 2011, shifting the responsibility of lower level offenders to the counties. In response to this mandate, the Santa Clara County Re-Entry Network was established to implement a seamless coordinated plan of services and supervision with each adult offender. It is the role of the Office of Women's Policy to coordinate this collaboration.

OWP not only complements the county's goals, but also the goals of many of its community partners. The best way to prevent violence is at the local level, where community, law enforcement and the courts can partner to local circumstances, build on local resources, and

be innovative with their approaches. Furthermore, victims of domestic violence benefit from a coordinated approach since resources can be shared with them and guidance can be provided as they navigate a complex system (Castelin and Whitzman, 2008). OWP provides outreach and education about services and the court system for domestic violence victims, perpetrators and law enforcement agencies. Their collaborations give providers an opportunity to network and improve systems, while improving efficiencies.

The OWP provides trainings, coordination and, in some cases, funding to the collaborations they have developed and participated in so that they can serve a broader number of participants. Additionally, they bring their expertise and knowledge of how the county works to their partnerships. “They bring people together to form partnerships that create a win-win situation or everybody. They are very creative and these partnerships just make good sense,” elaborated a County Administrator. Additionally, they fill a much needed role of coordination, a proven method for improving delivery services (Sheppard, 1999). As noted by a DVIR member: “These workshops would not be happening if it weren’t for the OWP.”

Another way in which OWP serves the county, the community and service providers alike is by investing in reports such as “The Status of Women and Girls in Santa Clara County.” This report will serve as a resource for grant seekers and decision makers who are looking for statistics on the health, education, economics and crime and violence against women in this county. Furthermore, it will help set the policy agenda for the OWP which will be launched in August 2012 after the public has had an opportunity to weigh in on the report.

Overall, those interviewed expressed great satisfaction with the services provided by the OWP. They believed the OWP assisted them in accomplishing their respective missions, and that the greatest strengths of the department were their expansive network and dedicated staff.

On the other hand, the biggest challenge identified by all of those interviewed was the lack of resources in terms of funding and personnel. Unfortunately, the lack of funding for advocacy and support groups can make them essentially ineffective and more symbolic in nature (Franceshet, 2010). In order for the OWP to remain successful, strong support in the form of funding and policies must come from the macro-level (Franceshet, 2010).

Review of Organizational Records:

Based on Sylvia and Sylvia’s technique for conducting an outcome evaluation, proximate indicators and measures were identified and recorded. Through the outcome evaluation, one can see how the events and activities of the OWP met their stated goals and have a measurable impact on the community.

TABLE 13: OUTCOME EVALUATION

MEASURE	ACTUALS	OVERALL OUTCOMES
M ₁ : Number of community events sponsored or co-sponsored (I ₁)	40	O ₁ : Increased communication between County and Community (M ₁ , M ₂ , M ₃ , M ₄ , M ₅ , M ₆)
M ₂ : Number of participants at community events (I ₂)	2,517 (July – Mar) +2,290 (Apr – June) 4,807 est. TOTAL	O ₂ : Increased outreach and awareness of issues facing women and girls (M ₁ , M ₂ , M ₃ , M ₄ , M ₅ , M ₆)
M ₃ : Number of County Advisory Board meetings (I ₃)	54/131 or 40%	O ₃ : Increased amount of resources and programming through collaborations (M ₄ , M ₅)
M ₄ : Number of meetings associated with collaborations (I ₄)	77/131 or 60%	O ₄ : Performance level of OWP staff gauged by stakeholders is positive (M ₇)
M ₅ : Number of collaborations (I ₅)	17	O ₅ : Positive influence on the legislative process at the local and state levels (M ₃ , M ₈)
M ₆ : Number of testimonials, workshops, and trainings (I ₇)	9	
M ₇ : Percentage of stakeholders interviewed who reported being very satisfied with the work of	100%	

OWP (I ₆)		O ₆ : A significant amount of staff time is dedicated to operational tasks and grant seeking rather than program implementation (M ₉)
M ₈ : Number of policy recommendations made related to work of OWP (I ₇)	3	
M ₉ : Staff time (I ₃ , I ₆ , I ₇)	<i>See below</i>	

Primarily, the OWP conducts outreach and dialogue to identify and raise awareness of current and emerging issues for women and girls. In doing so, they increase the communication between the county and its residents, building trust and providing vital information that otherwise would not be exchanged. Additionally, they educate the public, service providers and decision-makers alike on women’s issues, county processes, and available resources, the first step toward conflict prevention, according to Connor (1988). The coordinated approach leads to much higher results when combatting domestic violence and human trafficking (Sheppard, 1999). Throughout FY 2012, the OWP has participated in or organized 40 workshops and community events and will reach an estimated 4,800 county residents.

The OWP also serves as a bridge between the County and community to ensure the voice of women and girls is present in decision making. By doing so, they influence the legislative process at the local and state levels. They staff three mandated commissions, all of which brings recommendations to the Board of Supervisors. Additionally, they provided testimony and technical assistance to legislators at public hearings, service providers at conferences and the general public at various workshops on nine occasions. Furthermore, their efforts with the DVC led to the development and implementation of a Language Access procedure for Sheriff’s patrol manuals throughout the county to use during domestic violence calls; other jurisdictions are likely to follow. Finally, Assembly Member Nora Campos has drafted a bill to give Santa Clara County the ability to raise marriage license by \$5 to fund DV programs; this was done in coordination with the DVAC and OWP.

Staff Time

Based on interviews and review of each staff member’s area of focus, functions and event calendar (*Appendix A*), one can see how the staff time is spent.

TABLE 14: STAFF TIME

Director		Policy Analyst		Special Grants and Initiatives Coordinator	
50%	Administrative	30%	Administrative	30%	Administrative
25%	Program Implementation	20%	Operational	20%	Operational
25%	Policy Initiatives and Funding	50%	Program Implementation	50%	Program Implementation

The schedule of each staffer is ambitious and extremely full. Each of the staff members has administrative functions and also implements programs. While the director focuses on funding, the other two full time employees manage the operational tasks, including providing support for the Board mandated commissions. These operational tasks are more clerical in nature due to the strict requirements of the Brown Act. They also take time away from the day to day activities of the department, the planning of numerous community events, and the coordination of the other collaborations. While interns assist with some of the day to day operations, their schedules are more irregular and only temporary. They also lack the background knowledge and experience to jump into a project at full steam. Disappointed, one staff member admits, “Things sometimes don’t get done as well as they should because we just don’t have the time.” Yet, the OWP staff continues to deliver intentional, deliberate and distinct outcomes that meet the needs of women in our community.

Budget Analysis:

The OWP has secured and administers \$1,785,524. Of this amount, the county invested \$271,524 in FY 2012, or 15% of OWP's entire budget. The other funds were secured through federal grants, the Domestic Violence Shelter Based Programs Special Fund, and public and private fundraising. However, outside funding in the form of grants and special funds must be used for very specific purposes. Additionally, grants are usually one-time funding sources and cannot be relied upon for long-term planning. Furthermore, it is very difficult to secure a grant whose goals are similar to those of the OWP, especially because the process has become increasingly more competitively. Still, the Office of Women's Policy has brought in and administers more than 6 times the amount of funding it costs the County to keep the office with 2 full time employees and a program budget of \$22,000.

In summary, the OWP operates with three full time employees, one of whom is grant funded. They have produced meaningful, distinct and documented outcomes that meet the needs of women and girls in Santa Clara County. They are highly regarded among the community, elected officials and county administrators, and their goals complement those of the county. The OWP participates in and/or coordinates 17 collaborations to bring the community workshops, events, trainings, reports and policy recommendations and increases the communication between the county and the community. They have outreached to nearly 5,000 individuals in FY 2012. Their staff time is divided into Board mandated duties, community collaborations and their own ambitious agenda. Quality admittedly suffers because of lack of human resources, yet they remain strategically focused on the mission of the department. Finally, they have independently secured more than six times the amount in funding than the

county provided in FY 2012. For all of these reasons, the County of Santa Clara should continue its support for the Office of Women's Policy.

RECOMMENDATIONS

RECOMMENDATIONS

In order to continue to meet the needs of women and girls in our community, the following recommendations should be implemented:

- 1) Continue the placement of the OWP in the County Executive's Office where visibility and credibility are strongest;
- 2) Restore the programmatic budget to \$44,000 to support the high demand in the community;
- 3) Increase the personnel budget to include two more full-time employees: one to assist with program implementation and one to assist with clerical responsibilities;
- 4) Use program evaluations after each event to document successes and areas for improvement. *(See Appendix C)*

APPENDIX

Appendix A

Data Instrument: Personal Interviews

INTERVIEW QUESTIONS FOR COUNTY ADMINISTRATORS AND ELECTED OFFICIALS:

- 1) From your understanding, what is the function of the County Office of Women's Policy?
- 2) What do you consider the strengths of this office?
- 3) What are the weaknesses of this office?
- 4) What benefits has this office provided to administration?
- 5) What benefits has this office provided to the community at large?
- 6) How satisfied are you with the support OWP has provided to your organization?
- 7) Consider the following goals of the OWP. Do you believe the OWP meets each goal? Please rank the goals from most important to least important.
 - Serve as a bridge between County and community to ensure the voice of women and girls is present in decision making
 - Conduct outreach and dialogue to identify and raise awareness of current and emerging issues for women and girls
 - Strategic collaboration to better leverage resources, identify programs and services, and examine the effectiveness of policy and systems in meeting the needs of women and girls
 - Influence the legislative process at the local, state and national levels

INTERVIEW QUESTIONS FOR COMMUNITY PARTNERS/STAKEHOLDERS:

- 1) From your understanding, what is the function of the County Office of Women's Policy?
- 2) What do you consider the strengths of this office?
- 3) What are some areas for improvement?
- 4) What benefits does this office provide to your organization?
- 5) What benefits does this office provide to the community at large?
- 6) How satisfied are you with the support OWP has provided to your organization?

7) Consider the following goals of the OWP. Do you believe the OWP meets each goal? Please rank the goals from most important to least important.

- Serve as a bridge between County and community to ensure the voice of women and girls is present in decision making
- Conduct outreach and dialogue to identify and raise awareness of current and emerging issues for women and girls
- Strategic collaboration to better leverage resources, identify programs and services, and examine the effectiveness of policy and systems in meeting the needs of women and girls
- Influence the legislative process at the local, state and national levels

INTERVIEW QUESTIONS FOR OWP STAFF:

1) From your understanding, what is the function of the County Office of Women's Policy?

2) What do you consider the strengths of this office?

3) What are some areas for improvement?

4) What benefits does this office provide to the Board of Supervisors and County Administration?

5) What benefits does this office provide to the community at large?

6) How is your staff time divided? What takes up the majority of your time?

7) Consider the following goals of the OWP. How does your office meet each goal? Please rank the goals from most important to least important.

- Serve as a bridge between County and community to ensure the voice of women and girls is present in decision making
- Conduct outreach and dialogue to identify and raise awareness of current and emerging issues for women and girls
- Strategic collaboration to better leverage resources, identify programs and services, and examine the effectiveness of policy and systems in meeting the needs of women and girls
- Influence the legislative process at the local, state and national levels

Appendix B FY 2011 - 2012 Calendar of Events

July 2011	
11	CSW Meeting
August 2011	
3	Re-Entry Network Meeting
17	DVIR Collaborative Meeting
24	Advisory Board Meeting #1, State of Women and Girls 2012 Report
26	Women's Equality Day Breakfast
30	CSW Executive Committee Meeting
8	GAT Meeting
September 2011	
2	DVC Meeting
7	South Bay Coalition to End Human Trafficking (SBCEHT) Executive Committee Meeting
9	Advisory Board Meeting #2, State of Women and Girls 2012 Report
14	SBCEHT Meeting
14	Re-Entry Community Forum on the Criminal Justice System
12	CSW Meeting
12	GAT Meeting
21	Service Providers' Forum
22	Re-Entry Community Forum on the Criminal Justice System with Nonprofits
22	Media Literacy Event with Latina Coalition of Silicon Valley: "Righting the Story of Women"
27	CSW Executive Committee Meeting
28	DVC Executive Committee Meeting
October 2011	
1 – 31	Domestic Violence Breezeway & Library Display
5	South Bay Coalition to End Human Trafficking (SBCEHT) Executive Committee Meeting
12	SBCEHT Meeting
17	GAT Meeting
17	Environmental Justice Classes: Training on Gender Analysis
26	CSW's Tour of Elmwood Women's Facility
20	Joint Select Committee Public Hearing: "Building Strong Communities to Stop Family Violence," sponsored by Assembly Members Fiona Ma and Jim Beall
26	DVIR Benefit: Film Screening, "Crime after Crime: The Battle to Free Debbie Peaglar"
28	Annual Domestic Violence Conference
November 2011	
1-31	Salute to Military Women Breezeway Project
2	South Bay Coalition to End Human Trafficking (SBCEHT) Executive Committee Meeting
3	3 rd Annual Salute to Military Women Event

4	DVC Meeting
9	SBCEHT Meeting
14	CSW Meeting
14	GAT Meeting
16	SBCEHT Meeting
16	DVIR Collaborative Meeting
16	Stanford Amnesty International: Human Trafficking 101
17	Reentry: Faith Collaborative
29	CSW Executive Committee Meeting
December 2011	
2	DVC Meeting
6	Advisory Board Meeting #3, State of Women and Girls 2012 Report
7	South Bay Coalition to End Human Trafficking (SBCEHT) Executive Committee Meeting
7	Re-Entry Network Meeting
12	GAT Meeting
14	SBCEHT Meeting
15	DVIR Workshop, Elmwood Correctional Facility, Men's Unit
January 2012	
6	DVC Meeting
6	CSW Executive Committee Meeting
9	CSW Meeting
9	GAT Meeting
12	Advisory Board Meeting #4, State of Women and Girls 2012 Report
18	DVIR Collaborative Meeting
19	Domestic Violence Protocol for Law Enforcement (3 Work Group meetings)
20	DVC Conference Planning Meeting
25	DVC Executive Committee Meeting
February 2012	
2	YWCA of Silicon Valley: Human Trafficking 101
3	DVC Meeting
9	DVIR Workshop, Teen Dating Violence
13	CSW Meeting
13	GAT Meeting
15	SBCEHT Meeting
17	Family Violence Service Network Forum
22	DVC Executive Committee Meeting
23	DVIR Collaborative Meeting
17	DVC Conference Planning Meeting
28	CSW Executive Committee Meeting
March	
2	DVC Annual Meeting and Retreat
12	CSW Meeting
12	GAT Meeting
16	DVC Conference Planning Meeting
20	2012 Campbell Women of Distinction Awards

23	Women and Girls Summit 2012: State of Women and Girls Report
27	CSW Executive Committee Meeting
28	Reentry – Focus Group with Juveniles
29	DVIR Collaborative Meeting
29	Reentry – Focus Group with Female Ex-Offenders
31	Girls Leadership Day
April	
5	Re-entry Strategic Planning Team Retreat
6	DVC Meeting
9	CSW Meeting
9	GAT Meeting
17	Equal Pay Day Employer Event
20	Equal Pay: \$start \$mart Workshop
20	DVC Conference Planning Meeting
24	Equal Pay Day Workshop, De Anza College
25	DVC Executive Committee Meeting
26	DVIR Workshop, InnVision Georgia Travis Center
27	CSW Executive Committee Meeting
TBD	Salute to Military Women Roundtable with Congresswoman Zoe Lofgren
May	
4	DVC Meeting
10	Joint Forum on Vulnerable Workers (with HRC)
13	Mother-Daughter Living History Tea and Theater
14	CSW Meeting
14	GAT Meeting
17	DVIR Teen Dating Violence in Los Gatos
18	DVC Conference Planning Meeting
22	CSW Executive Committee Meeting
23	DVC Executive Committee Meeting
June	
1	DVC Meeting
11	CSW Meeting
15	DVC Conference Planning Meeting
26	CSW Executive Committee Meeting
27	DVC Executive Committee Meeting

Appendix C EVENT EVALUATION

1. Please check the box that best describe you:

Gender: Male Female

Age: 18-24 25-30 31-40 41-50 Over 50

Service Provider Government Agency Community Other

2. Overall, I would rate this event:

(Please use the rating scale for responses: 1 = Poor, 2 = Fair, 3 = Good, 4 = Excellent)

1 2 3 4

3. How did you hear about this event? _____

4. Overall, how useful was this event?

- Very useful
- Useful
- Somewhat useful
- Not useful

5. How informative was the panel?

- Very informative
- Informative
- Somewhat informative
- Not informative

6. Please rate the length of the event:

- Too long
- Just right
- Too short

7. What did you like most about the event? _____

8. What did you like least about the event? _____

9. Any additional comments or suggestions?

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