



# Juvenile Justice Crime Prevention Act Program Evaluation Year-End Report FY 2009-10

Aftercare Program  
Multi-Agency Assessment  
Center  
Restorative Justice Program  
Support and Enhancement  
Services

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# 1 Introduction

Fiscal Year 2009-10 is the ninth year of the State of California's Juvenile Justice Crime Prevention Act (JJCPA) allocation to the County of Santa Clara. JJCPA funds are distributed only to those counties with an approved juvenile justice action plan.

Community Crime Prevention Associates (CCPA) was retained by the Probation Department to conduct the evaluation of four JJCPA-funded programs. CCPA has conducted the evaluation of the JJCPA-funded programs for several years.

CCPA was hired to conduct a limited-scope evaluation. The information contained in this report pertains to the work performed in fiscal year 2009-10, that is, July 1, 2009 through June 30, 2010. Furthermore, only the community-based organizations contracted to provide services participated fully in the evaluation activities. As a result, the evaluation findings pertain only to the performance of the community-based contractors, not the entire JJCPA-funded program.

The JJCPA-funded programs for FY 2009-10 are:

1. Aftercare Services
3. Multi-Agency Assessment Center (MAAC)
4. Restorative Justice Program (RJP)
5. Support and Enhancement Services (SES)

The JJCPA Year-End Evaluation Report is organized according to the components of the evaluation design. These components are:

1. **Effort** – includes information on how much grant funds were allocated; how much was spent during the year; who the customers were; what service strategies were used; how much service was provided; and how much services cost to deliver.
2. **Effect** – includes information on customer satisfaction, as well as whether youth, parents, and staff members reported that targeted changes in youth customers were achieved.
3. **Performance** – includes how grantees performed on the state and local outcomes.

## 2 Highlights

The following section includes highlights of the evaluation findings. Readers may refer to this section to quickly understand the effort and effect of the JJCPA-funded programs.

### 2.1 Effort

Once again, effort pertains to the outputs of the programs. The highlights are below.

- The County of Santa Clara allocated \$1,444,967 in JJCPA funds for the four community-based programs.
- JJCPA programs served 10,362 customers in FY 2009-10. This amount includes those youth who were served by a JJCPA-funded program, but not necessarily by a community-based contractor.
- Community-based partners of JJCPA-funded programs delivered 64,919 units of service. One unit of service equals one hour of direct service per customer.
- Services were provided at a cost per unit of service of \$21.06.
- The majority of youth customers were identified as Latino and between the ages of 16 and 19 years. Overall, youth customers had low level of assets as determined by the Risk Avoidance, Protective, and Resiliency Assessment (RPRA). A low level of assets indicates higher need youth.

### 2.2 Effect

Effect describes whether the targeted changes in youth customers were achieved as a result of services. The highlights are below.

- Youth participants were satisfied with services as reflected by the satisfaction rating of 81.7%. Parents of youth participants gave a customer satisfaction rating of 88.2%.
- Programs achieved a youth-reported developmental asset productivity score of 63.8%, representing an increasing trend over the last three years. Parents and staff members reported a developmental asset productivity score of 76.5% and 80.2%, respectively. The productivity scale ranges from -100%, where all respondents indicate that they got worse on all targeted measures to +100%, meaning that all respondents indicated that they got better on all targeted measures.
- Programs also achieved a youth-reported program-specific productivity score of 67.3%. Parents and staff members were also optimistic about the targeted changes in youth customers in program-specific measures.

## 2.3 Performance

Each JJCPA funded-program developed local outcome measures that are specific to each unique program and selected by program staff. These measures vary from program to program, may include process measures (e.g. length of time from referral to receiving services will be seven days), and vary in data source. Local outcome measures are required by the State.

- Aftercare local outcome data is based on the results from youth participating in Gardner and FLY's JJCPA funded programs as well as those programs not funded by JJCPA but are a part of the Aftercare Collaborative. Aftercare achieved one out of the five local outcome measurements for FY 2009-10; three local outcomes showed a decrease from the previous year.
- MAAC achieved all three of the local outcomes for FY 2009-10. One local outcome for MAAC showed an improvement from the previous year: youth will receive mental health, education, substance abuse and risk classification assessments within 30 days.
- Support and Enhancement Services achieved two of its three local outcomes this year: parents will indicate an improvement in their child's school attendance and ability to make good choices.
- Finally, the Restorative Justice Program achieved both local outcome measurements for FY 2009-10.

## 2.4 At-a-Glance

The following Performance Logic Model table shows the findings from the JJCPA Year-End report at-a-glance. The data reflect the outputs and performance measure results for all JJCPA-funded programs together for FY 2009-10.

The first two columns show the Performance Accountability and Logic Model Terms, respectively. The third column lists the evaluation question and the last column shows the answers to each question. A Performance Logic Model table is included for each JJCPA-funded program at the end of this report.

**Graphic 1**

JJCPA Performance Logic Model Evaluation System							
Performance Accountability Term	Logic Model Term	Evaluation Question	Answers to Evaluation Questions FY 2009-10 Year-End				
Effort	Inputs	What did JJCPA fund and spend on services?	<b>Annual JJCPA Funding</b>		<b>JJCPA Funds Spent</b>		
			\$1,444,967		\$1,367,061		
	Customers	Who are the youth customers?	<b>Gender</b>	Female = 30%; Male = 70%		Asset Level = Low	
			<b>Ethnicity</b>	African American = 6%	Asian/Pacific Islander = 9%	Latino = 63%	
				Multi-Racial, Native American and Other = 4%	White = 18%	Unknown = 0%	
			<b>Age</b>	Up to 11 years = 2%	12 - 15 years = 48%	Unknown = 0%	
	16 - 19 years = 50%	20+ = 0%					
	Strategies	What service strategies are being conducted?	<b>Outreach &amp; Recruitment</b>	<b>Intake, Assessment &amp; ISP</b>	<b>Home, School Visit, Parent Contact</b>	<b>Case Management, Support Contacts &amp; Referrals</b>	
			1%	5%	5%	11%	
			<b>Individual/Family Counseling</b>	<b>Transportation</b>	<b>Field Trips, Outings &amp; Community Service</b>	<b>Group Workshops &amp; Sessions</b>	
15%			2%	15%	46%		
Output	How much service was provided?	64,919 units of service were provided in FY 2009-10. One unit of service equals one hour of direct service per customer.					
Output	What was the cost per unit of service?	The cost per unit of service was \$21.06.					
Effect	Customer Satisfaction	Were the youth and parent customers satisfied with services?	<b>Average Satisfaction of Youth</b>		<b>Average Satisfaction of Parents</b>		
			81.7%		88.2%		
	Service Productivity	Were services effective in producing a change for the better in customers?	<b>Respondent</b>	<b>Asset Development</b>	<b>Program-Specific</b>		
			Youth-Rated	63.8%	67.3%		
			Parent-Rated	76.5%	82.5%		
Staff-Rated	80.2%	82.9%					

## **2.5 Recommendations**

### **Aftercare Services**

1. Aftercare community-based providers achieved 98% of their planned service delivery for this fiscal year. FLY and Gardner are commended for collectively achieving their planned units of service for FY 2009-10.
2. Gardner demonstrated relatively low developmental asset productivity and program-specific productivity scores at year-end. The evaluation team encourages the Aftercare Steering Committee to support Gardner in its effort to address these gaps in their program design and execution of services.
3. Finally, the local outcome measurement results indicate that youth continue to successfully complete the ten-week initial aftercare period; however, there is room to practice continuous improvement. The Aftercare Steering Committee should discuss how collectively stakeholders can work to “turn the curve” for the local outcome measurements that address improved communication and ability to not reoffend in their youth customers.

### **Multi-Agency Assessment Center**

1. The Multi-Agency community-based providers achieved 86% of their planned service delivery. The evaluation team recommends that Probation and the MAAC providers work together to ensure that the planned JJCPA services are successfully executed. Ongoing communication between Probation and service providers is paramount to achieving the desired outcomes of the MAAC Program.
2. Youth-reported a high customer satisfaction rate of 80.8% for MAAC. Collectively, MAAC service providers achieved a youth-reported program-specific productivity rating of 64.1%. Providers are applauded for the results at year-end and are encouraged to re-visit the strategies used to effectuate the targeted changes desired.
3. The evaluation team applauds the MAAC providers for achieving the three local outcomes: assessment within the first five days, case plan within 10 days of admission to Juvenile Hall and mental health, education, substance abuse and risk classification assessments within 30 days.

### **Restorative Justice Program**

1. RJP was redesigned in October 2009. During this first year of the redesign, Probation worked with CBO's to estimate the number of youth that might be served through the providers. In future

years, the estimates should be based on the actual number of youth served in prior years and allow for better planning.

2. Youth-reported a high customer satisfaction rate above 80% for both CDC and Mentoring. RJP CDC achieved a program-wide youth-reported developmental asset productivity rating of 64% and a program-specific productivity rating of 73%. The RJP Mentoring Program achieved a 79% developmental asset productivity rating and an 88% program-specific productivity score. Providers that achieved a low youth developmental asset productivity rating are encouraged to continue to re-visit their program design and the strategies used to effectuate the targeted changes desired.
3. The evaluation team applauds the RJP providers for achieving the two local outcome measures related to youth's understanding of their behavior on others.

### **Support and Enhancement Services**

1. The Support and Enhancement Services providers are commended for achieving 313% of their planned service delivery. Youth-reported a high customer satisfaction rate above 80%. SES achieved a program-wide youth-reported developmental asset of 88% and program-specific productivity rating of 61%. Providers achieved a lower program-specific productivity rating than developmental asset; it is recommended that SES re-visit their strategies used to effectuate the targeted changes desired.
2. SES achieved two of their three local outcomes for FY 2009-10: parent's indication of child's improvement in school attendance and ability to make good choices.

### 3 Effort

This section contains the JJCPA-wide evaluation data. Effort is the first of the three core components of the evaluation design. The other two sections are called Effect and Performance.

#### 3.1 Inputs: How much was spent on services?

The County of Santa Clara allocated \$1,444,967 for the four Juvenile Justice Crime Prevention Act (JJCPA)-funded programs under the Schiff-Cardenas Crime Prevention Act of 2000 (CPA 2000) for Fiscal Year 2009-10. The table below shows the amount of the annual allocation and the percent of all JJCPA funds. The Restorative Justice Program receives the largest allocation, with 41.3% of all funds. The funding for Restorative Justice includes both the Competency Development Services and Mentoring program. Restorative Justice allocation for FY 09-10 includes the re-designed program funding.

Table 1

Total Allocation, FY 2009-10		
Program	Allocation	Percent of Total JJCPA Funds
Aftercare	\$183,374	12.7%
MAAC	\$245,568	17.0%
RJP	\$596,374	41.3%
SES	\$419,651	29.0%
<b>Total</b>	<b>\$1,444,967</b>	<b>100.0%</b>

CCPA organized the inputs data by JJCPA program, and community-based partner as available, and amount expended in FY 2009-10. Overall, JJCPA's community-based partners spent 95% of their allocation in FY 2009-10.

**Table 2**

<b>CBO Contract Amount by Program, FY 2009-10 Year-End</b>				
<b>Program</b>		<b>Annual Allocation</b>	<b>Amount Expended Year-End</b>	<b>% Expended Year-End</b>
<b>Aftercare</b>	FLY	\$39,140	\$39,140	100%
	Gardner	\$144,234	\$127,125	88%
<b>RJP CDC</b>	ARCC, BWC, CHAC & CS	\$390,374	\$390,374	100%
<b>RJP Mentoring</b>	CYO	\$144,595	\$122,612	85%
	MACSA	\$61,405	\$61,405	100%
<b>MAAC</b>	AARS	\$40,928	\$38,935	95%
	CYO	\$61,392	\$52,796	86%
	FLY	\$40,928	\$40,928	100%
	Friends Outside	\$20,464	\$17,981	88%
	Gardner	\$40,928	\$28,566	70%
	MACSA	\$40,928	\$35,549	87%
<b>SES</b>	Catholic Charities	\$419,651	\$411,650	98%
<b>Total</b>		<b>1,444,967</b>	<b>\$1,367,061</b>	<b>95%</b>

### 3.2 Who are the youth customers?

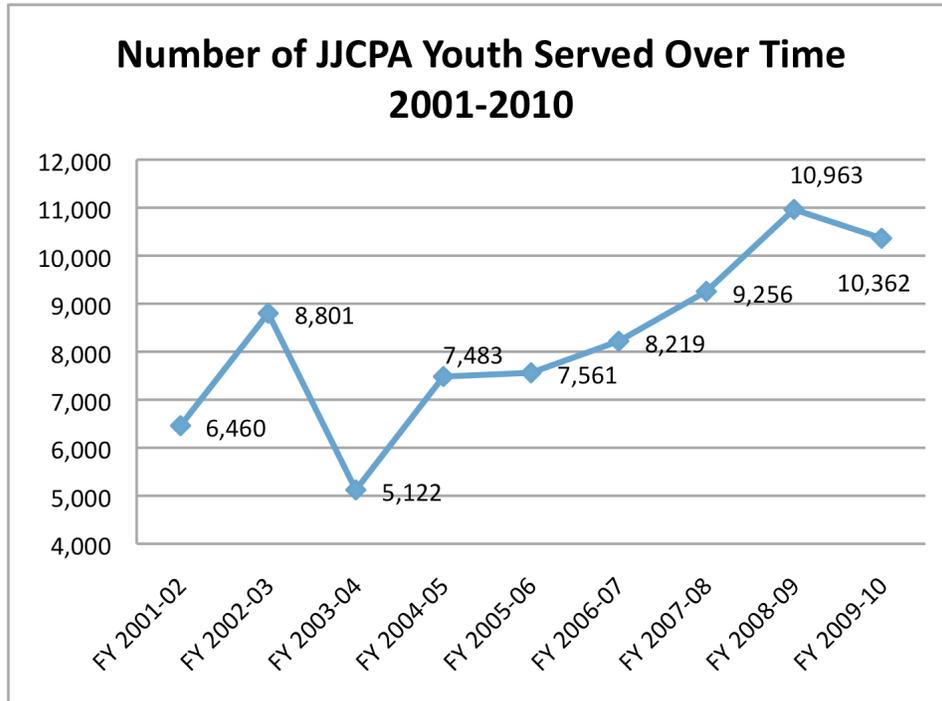
During FY 2009-10, JJCPA-funded programs served over 10,000 youth. As shown in the table below, RJP served the largest proportion of all JJCPA youth customers.

**Table 3**

<b>Number of JJCPA Customers, FY 2009-10 Year-End</b>		
<b>Program</b>	<b>Number</b>	<b>Percent</b>
Aftercare	295	2.8%
MAAC	1,861	18.0%
RJP CDC & Mentoring	7,939	76.6%
SES	267	2.6%
<b>Total</b>	<b>10,362</b>	<b>100.0%</b>

The chart below shows the number of youth served by JJCPA-funded programs over time. JJCPA-funded programs served 10,362 youth in FY 2009-10, representing a slight decrease from FY 2008-09.

**Chart 1**



### Gender of Youth Customers

Youth customers were predominantly male, as in previous funding years. The table below shows that 70% of JJCPA customers were male. The Restorative Justice Program served the largest percentage of girls during FY 2009-10.

**Table 4**

Gender of JJCPA Youth Customers, FY 2009-10 Year-End		
Program	Female	Male
Aftercare	10.2%	89.8%
MAAC	16.3%	83.7%
RJP CDC & Mentoring	34.0%	66.0%
SES	14.6%	85.4%
<b>JJCPA-Wide</b>	<b>29.7%</b>	<b>70.3%</b>

### Ethnicity of Youth Customers

Sixty-three percent of the JJCPA youth customers were Latino, similar to previous funding cycles. The table below lists the four JJCPA-funded programs across the top row. Ethnicity categories are listed in the first column, followed by the ethnicity make-up by program across each column. For example, 20.4% of youth served by Restorative Justice (CDC and Mentoring) were white and 9.5% of youth served by MAAC were African American. The last column shows the ethnicity breakdown across all four programs.

**Table 5**

Ethnicity of JJCPA Customers, FY 2009-10 Year-End					
Ethnicity	Aftercare	MAAC	RJP CDC & Mentoring	SES	JJCPA-Wide
African American	7.8%	9.5%	5.7%	6.7%	<b>6.4%</b>
Asian/Pacific Is.	7.5%	6.3%	9.7%	9.7%	<b>9.0%</b>
Latino	80.3%	71.9%	59.8%	69.8%	<b>62.8%</b>
White	4.1%	10.4%	20.4%	10.1%	<b>17.9%</b>
Multi/Native Am./Other	0.3%	1.7%	4.3%	3.4%	<b>3.7%</b>
Unknown/DNA	0.0%	0.2%	0.2%	0.4%	<b>0.2%</b>
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

### Age of Youth Customers

RJP was the only program that served youth up to 11 years of age. Aftercare, MAAC, and SES served the largest proportion of older youth. Overall, 50% of all JJCPA youth customers were between the age of 16 years and 19 years. No youth were served over the age of 19.

**Table 6**

<b>Age of JJCPA Customers, FY 2009-10 Year-End</b>				
<b>Program</b>	<b>Up to 11</b>	<b>12-15 Years</b>	<b>16-19 Years</b>	<b>20+ Years</b>
Aftercare	0%	18%	82%	0%
MAAC	0%	22%	78%	0%
RJP CDC & Mentoring	3%	56%	42%	0%
SES	0%	27%	73%	0%
<b>JJCPA-Wide</b>	<b>2%</b>	<b>48%</b>	<b>50%</b>	<b>0%</b>

### Home Zip Code of Youth Customers

CCPA compiled the zip codes with the most number of JJCPA youth customers. The first column lists the top ten zip codes, beginning with 95127 and ending with 95121. The next four columns list each JJCPA program and shows, by number, the ranking of each zip code for that particular program. For example, the zip code with the most Aftercare youth was 95111. The zip code with the most number of RJP youth was 95127. The second-to-last column shows the ranking for all JJCPA youth and the last column shows the neighborhood name of the top ten zip codes.

The top three zip codes for each program are highlighted in the table below.

**Table 7**

Zip Codes with Most Number of JJCPA Youth, FY 2009-10 Year-End						
Zip Code	Aftercare	MAAC	RJP CDC & Mentoring	SES	Zip Codes with Most JJCPA Youth	Area
95127	5	5	1	1	1	Alum Rock/James Lick H.S.
95116	2	1	2	2	2	Mayfair
95122	2	2	3		3	King/Ocala/Overfelt
95111	1	3	4	5	4	Andrew Hill/Edenvale
95020	3	4	6	4	5	Gilroy
95123	6	6	5		6	S. SJ/Oak Grove H.S.
95112	4	7	9	3	7	Downtown SJ
95148		9	8	6	8	Evergreen
95035		10	7	6	9	Milpitas
95121	7	8		7	10	Brigadoon/Silver Creek H.S.
95136		10	10		11	
95037	8			5	12	
95132					13	
94086					14	
94085					15	
95110					16	
95133	8			6	17	

### **Level of Developmental Assets**

The JJCPA evaluation system uses the Risk Avoidance, Protective, and Resiliency Asset Assessment (RPRA) instrument to conduct a self-assessment of assets. The instrument has been completed by tens of thousands of young people in Santa Clara and San Mateo Counties and Oakland. The RPRA has an alpha reliability of 0.86 and has been normed. A low level of assets indicate a higher risk youth, medium assets indicate a youth at moderate risk, and high assets indicate a youth with less risk of difficulties at home, school, and in the community.

The eight **risk avoidance** questions pertain to whether the youth was exposed to or involved in risky activities, such as drugs, drinking alcohol, smoking, gangs, as well as whether the youth considers the consequences of his/her actions.

Eleven **protective** asset-related questions pertain to the positive behaviors the youth has made into habits. These behaviors include showing respect for others, feeling good about his/her choices, and knowing what to do to achieve goals.

The 13 **resiliency** asset-related questions cover the youth's involvement at home, school, and in the community. Questions are related to feeling valued at school, being respected at home, and being connected to a caring adult in the community (other than a family member).

Finally, social attachment refers to the nature and strength of relationships that people have with each other. It refers to the way in which people bond, interact with and feel about other people, organizations, and institutions, such as clubs, businesses, and political parties, for example. The questions in the RPRA about social attachment cover emotional state and peer relations.

The table below provides a summary of the RPRA data. The program name and CBO partner are listed in the first and second columns, respectively. The subsequent columns show the specific data elements. Overall, JJCPA programs served youth with a low level of assets, as shown in the last row.

Table 8

Asset Levels by Agency and Type of Asset, FY 2009-10 Year-End							
Program		Asset Level	Total Asset Level	Risk Avoidance Assets	Protective Assets	Resiliency Assets	Social Attachment Assets
Aftercare	FLY	Low	75.3%	64.1%	80.3%	77.8%	73.4%
	Gardner	Low	77.4%	68.3%	86.1%	74.8%	83.6%
	<b>Total Prgm.</b>	<b>Low</b>	<b>77.0%</b>	<b>67.6%</b>	<b>85.1%</b>	<b>75.3%</b>	<b>81.8%</b>
RJP CDC	ARCC	Low	80.9%	79.6%	86.0%	76.7%	83.5%
	Bill Wilson Center	Low	79.2%	83.8%	82.3%	75.6%	82.4%
	CHAC	Medium	82.0%	83.4%	85.3%	78.3%	81.8%
	Community Solutions	Medium	83.9%	84.9%	90.4%	77.7%	85.4%
	<b>Total Prgm.</b>	<b>Low</b>	<b>80.6%</b>	<b>82.3%</b>	<b>84.7%</b>	<b>76.5%</b>	<b>82.9%</b>
RJP Mentoring	CYO	Low	80.8%	80.5%	83.4%	78.5%	82.9%
	MACSA	Low	77.1%	73.7%	81.5%	75.4%	78.8%
	<b>Total Prgm.</b>	<b>Low</b>	<b>79.3%</b>	<b>77.7%</b>	<b>82.6%</b>	<b>77.3%</b>	<b>81.2%</b>
MAAC	AARS	Low	79.8%	73.8%	87.4%	76.0%	81.6%
	CYO	Low	78.1%	73.7%	83.0%	76.6%	79.4%
	FLY	Low	78.5%	70.9%	84.4%	77.7%	78.4%
	Friends Outside	High	91.8%	93.0%	91.2%	90.4%	84.0%
	Gardner	Low	77.0%	72.1%	82.2%	75.5%	76.1%
	MACSA	Low	80.5%	73.3%	86.4%	80.0%	80.2%
	<b>Total Prgm.</b>	<b>Low</b>	<b>78.9%</b>	<b>72.9%</b>	<b>85.0%</b>	<b>77.1%</b>	<b>79.3%</b>
SES	Catholic Charities	Low	79.6%	73.9%	83.6%	79.8%	82.7%
	<b>Total Prgm.</b>	<b>Low</b>	<b>79.6%</b>	<b>73.9%</b>	<b>83.6%</b>	<b>79.8%</b>	<b>82.7%</b>
<b>JJCPA-Wide</b>		<b>Low</b>	<b>79.4%</b>	<b>75.9%</b>	<b>84.7%</b>	<b>77.0%</b>	<b>80.9%</b>

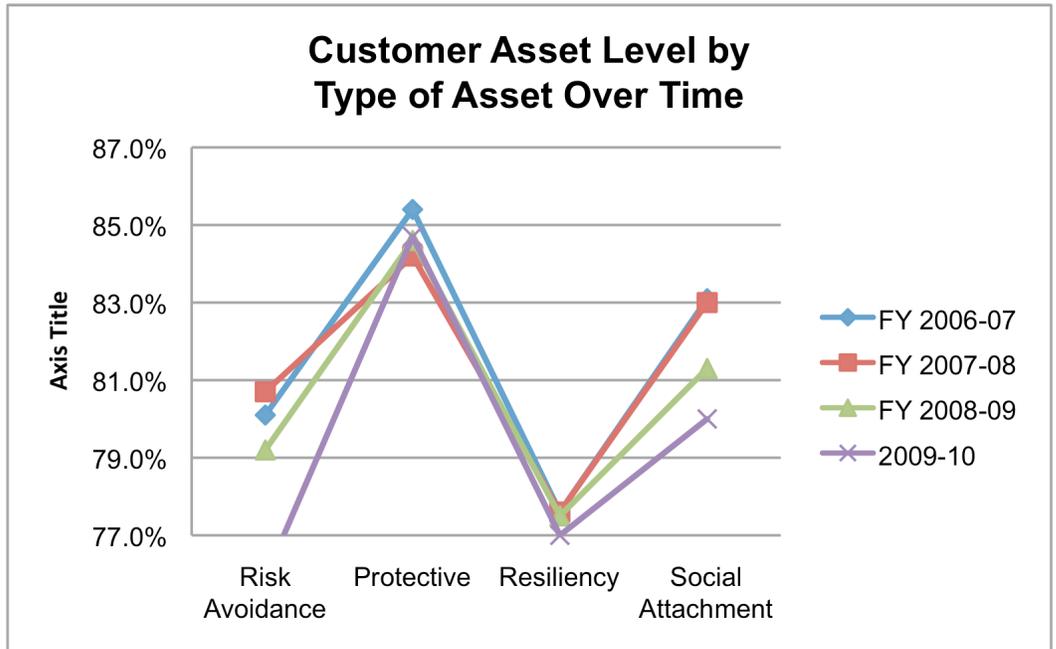
Table 9 shows the asset level by type of asset (risk avoidance, protective, resiliency, and social attachment) over time. JJCPA youth customers over time are demonstrating lower risk avoidance assets indicating that they are exposed to or involved in riskier activities. Overall, youth participating in the JJCPA programs indicate a relatively higher level of protective assets. Social attachment assets have reduced minimally since 2006-07. The RPRA asset levels are normed as follows: 87.5% or higher is a high level of assets and 81.3% or below is a low level of assets.

**Table 9**

<b>JJCPA-Wide Asset Level by Type of Asset Over Time</b>				
<b>Asset Type</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>	<b>FY 2008-09</b>	<b>2009-10</b>
Risk Avoidance	80.1%	80.7%	79.2%	75.9%
Protective	85.4%	84.2%	84.6%	84.7%
Resiliency	77.6%	77.6%	77.5%	77.0%
Social Attachment	83.1%	83.0%	81.3%	80.0%
<b>Total</b>	<b>81.1%</b>	<b>80.8%</b>	<b>80.5%</b>	<b>79.4%</b>

As illustrated below, risk avoidance and social attachment assets have dropped during FY 2009-10 as compared to the previous years.

**Chart 2**



### **Staff Assessment of Resiliency Variables**

In addition to the survey instrument about the youth customers, staff members answered questions about resiliency variables: participation level, level of expectations, and number of caring and supportive adults in the youths' lives. Staff members provided this information for each youth.

Growth in expectation was measured on a four-point scale. Youth customers demonstrated a 58% growth in expectations, as rated by staff members. This part of the survey did not apply to MAAC as indicated by N/A. Participation level was rated on a five-point scale and overall, JJCPA youth had a 3.6 participation level. Lastly, JJCPA programs connected youth customers to 1.3 additional caring and supportive adults.

Table 10

<b>Staff-Rated Resiliency Variables, FY 2009-10 Year-End</b>				
<b>Program</b>		<b>Growth in Expectation (4-pt. scale)</b>	<b>Participation Level (5-pt. scale)</b>	<b>New &amp; Caring Supportive Adults</b>
<b>Aftercare</b>	FLY	88.9%	4.3	3.1
	Gardner	34.1%	2.9	0.5
	<b>Total Prgm.</b>	<b>50.0%</b>	<b>3.3</b>	<b>1.2</b>
<b>RJP CDC</b>	ARCC	40.2%	3.2	0.7
	Bill Wilson Center	65.6%	3.8	1.0
	CHAC	42.7%	3.7	1.6
	Community Solutions	36.2%	2.9	1.5
	<b>Total Prgm.</b>	<b>50.7%</b>	<b>3.5</b>	<b>1.0</b>
<b>RJP Mentoring</b>	CYO	70.2%	4.7	1.9
	MACSA	74.4%	3.8	1.8
	<b>Total Prgm.</b>	<b>71.9%</b>	<b>4.3</b>	<b>1.8</b>
<b>MAAC</b>	AARS	N/A	3.8	1.0
	CYO	N/A	4.1	1.5
	FLY	N/A	3.5	1.4
	Friends Outside	N/A	2.5	1.9
	Gardner	N/A	4.0	1.0
	MACSA	N/A	3.0	1.0
	<b>Total Prgm.</b>	<b>N/A</b>	<b>3.5</b>	<b>1.2</b>
<b>SES</b>	Catholic Charities	83.6%	4.4	3.2
	<b>Total Prgm.</b>	<b>83.6%</b>	<b>4.4</b>	<b>3.2</b>
<b>JJCPA-Wide</b>		<b>57.6%</b>	<b>3.6</b>	<b>1.3</b>

### 3.3 Strategies: What service strategies are being conducted?

JJCPA-funded programs implemented a wide array of strategies in working with youth, families, and communities. This section contains data on what types of activities were conducted, as measured by units of service (one hour of direct service per customer).

Each grantee submits program activity reports (PARs) to the Probation Department each month. These reports were implemented by the Probation Department in 2008.

The first column lists the type of activity. The subsequent columns show each JJCPA program and the last column shows the total across all JJCPA programs. For example, 1% of all hours of direct service were provided for outreach and recruitment activities. The activity with the most number of hours of service is highlighted for each program. For instance, of all its hours of direct service, Restorative Justice spent 62% on group workshops and sessions.

**Table 11**

<b>Percent of Units of Service Delivered, by Activity and Program FY 2009-10 Year-End</b>					
<b>Activity</b>	<b>Aftercare</b>	<b>MAAC</b>	<b>RJP</b>	<b>SES</b>	<b>Total</b>
Outreach & Recruitment	2%	0%	1%	0%	<b>1%</b>
Intake, Assessment & Individual Service Plan	5%	0%	12%	4%	<b>5%</b>
Home/School Visit & Parent Contact	1%	0%	0%	15%	<b>5%</b>
Case Management, Support Contacts & Referrals	10%	0%	9%	21%	<b>11%</b>
Individual/Family Counseling/Rehab	69%	6%	5%	8%	<b>15%</b>
Transportation	1%	0%	0%	6%	<b>2%</b>
Field Trips, Outings & Community Service	9%	0%	12%	31%	<b>15%</b>
Group Workshops & Sessions	4%	94%	62%	16%	<b>46%</b>
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

CCPA also compiled data on the units of service delivered by activity over time for all funded programs. The percentage of time spent on field trips, outings and community service has declined over the last three years. Time spent on individual, family counseling and rehabilitation has shown an increase from previous years. Time spent on group workshops and sessions remains steadily the largest activity category.

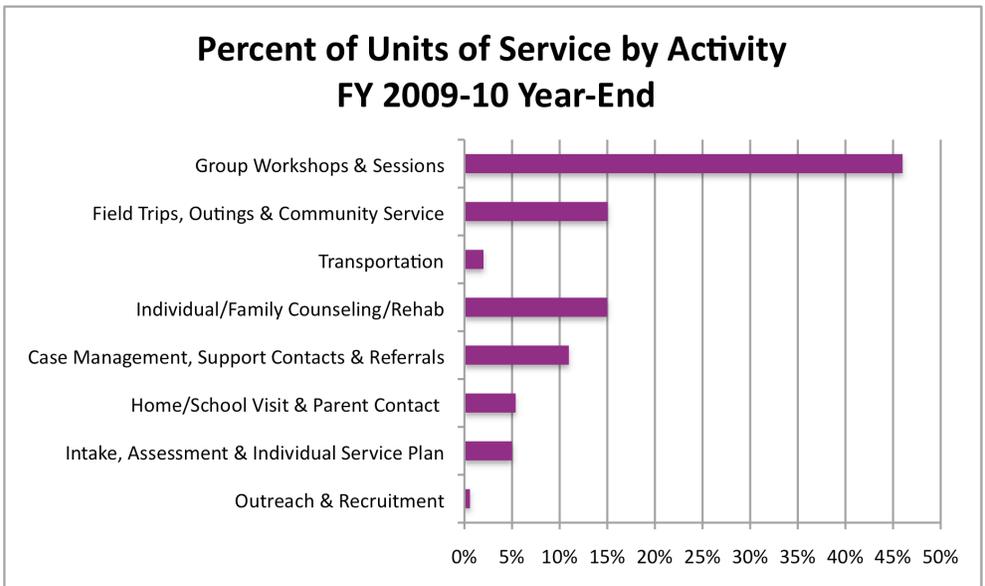
**Table 12**

<b>Percent of Units of Service Delivered, by Activity and Program Over Time</b>			
<b>Activity</b>	<b>FY 2007-08</b>	<b>FY 2008-09</b>	<b>FY 2009-10</b>
Outreach & Recruitment	1%	1%	1%
Intake, Assessment & Individual Service Plan	15%	7%	5%
Home/School Visit & Parent Contact	4%	6%	5%
Case Management, Support Contacts & Referrals	6%	14%	11%
Individual/Family Counseling/Rehab	9%	14%	15%
Transportation	0%	0%	2%
Field Trips, Outings & Community Service	26%	15%	15%
Group Workshops & Sessions	39%	40%	46%

\*Aftercare individual/family counseling services may have been conducted at home and/or school.

The chart below illustrates the breakdown of units of service by activity for FY 2009-10. As the chart illustrates, group workshops/sessions is the largest category of services delivered followed by field trips, outings and community service and individual, family counseling and rehabilitation.

**Chart 3**



### 3.4 Amount and Cost of Service

The evaluation report also includes information on the amount and cost per unit of service. During FY 2009-10, JJCPA providers delivered 64,919 hours of direct service, which represents 110% of planned units of service overall.

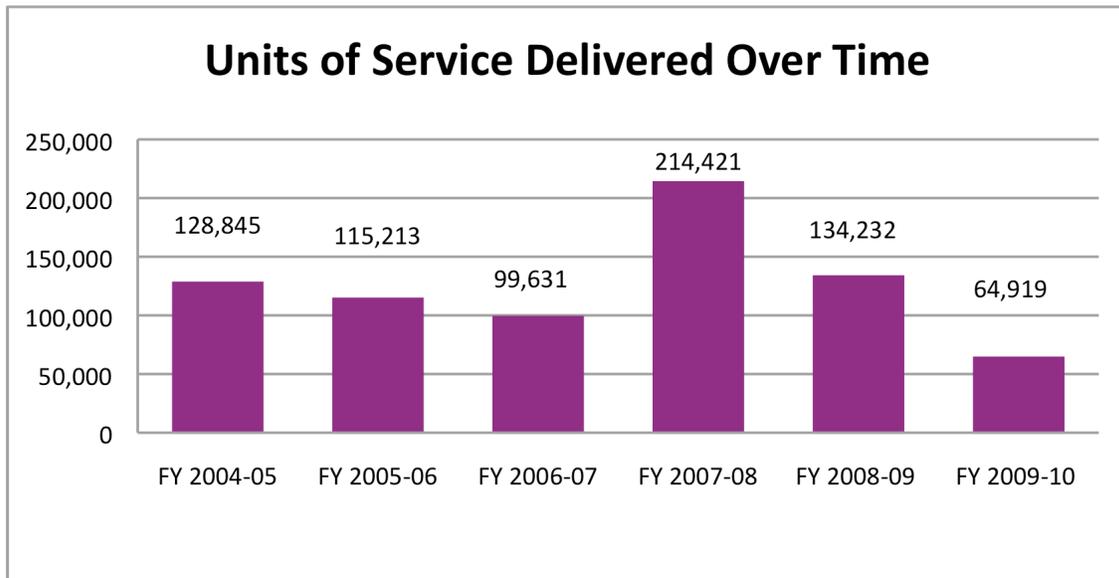
The Aftercare Program was within 2 percent of their planned units of service for FY 2009-10 delivering 98% of their plan. RJP CDC achieved 72% of their planned units of service. The shortfall this year might be due, in part, to the implementation of the re-design program during this contract year. The RJP Mentoring Program collectively did not meet their plan for the year. CYO only met 57% of their plan while MACSA achieved 190% of their plan for 09-10. MAAC fell short of achieving its planned units of service by 14%. Finally, SES exceeded their plan with the delivery of 313% of their projected units of service.

Table 13

Units of Service Delivered, FY 2009-10 Year-End				
Program		Planned UOS	Actual UOS Delivered	Percent of Planned UOS Delivered
Aftercare	FLY	1,558	1,745	112%
	Gardner	7,849	7,481	95%
	<b>Total</b>	<b>9,407</b>	<b>9,226</b>	<b>98%</b>
RJP CDC	ARCC, BWC, CHAC & CS	13,307	9,552	72%
	<b>Total</b>	<b>13,307</b>	<b>9,552</b>	<b>72%</b>
RJP Mentoring	CYO	8,616	4,914	57%
	MACSA	1,056	2,011	190%
	<b>Total</b>	<b>9,672</b>	<b>6,925</b>	<b>72%</b>
MAAC	AARS	3,203	2,478	77%
	CYO	4,805	4,014	84%
	FLY	3,203	2,797	87%
	Friends Outside	1,602	1,743	109%
	Gardner	3,203	2,804	88%
	MACSA	3,203	2,651	83%
	<b>Total</b>	<b>19,219</b>	<b>16,487</b>	<b>86%</b>
SES	Catholic Charities	7,270	22,729	313%
	<b>Total</b>	<b>7,270</b>	<b>22,729</b>	<b>313%</b>
<b>JJCPA-Wide Total</b>		<b>58,875</b>	<b>64,919</b>	<b>110%</b>

The chart below illustrates that the JJCPA providers have decreased the hours of direct service over time. FY 2009-10 saw a decrease in units of service from the previous year, in large part to the elimination of the Enhanced Services for High Risk Probationers and Truancy Programs.

**Chart 4**



CCPA also conducted analysis on the cost per unit of service. Overall, services were delivered at a \$21.06 cost per hour of direct service. Readers are cautioned in comparing the cost per unit of service across programs since programs are providing different services, which has an impact on cost. For instance, programs such that provide counseling services may be expected to have higher costs. Generally, clinician-provided service are more costly than that of a community youth worker, for instance.

**Table 14**

<b>Cost Per Unit of Service, FY 2009-10 Year-End</b>				
<b>Program</b>		<b>Total UOS Delivered</b>	<b>Amount Spent from Grant</b>	<b>Cost/Unit of Service</b>
<b>Aftercare</b>	FLY	1,745	\$39,140	\$22.43
	Gardner	7,481	\$127,125	\$16.99
	<b>Program-Wide</b>	<b>9,226</b>	<b>\$166,265</b>	<b>\$18.02</b>
<b>RJP CDC</b>	ARCC, BWC, CHAC & CS	9,552	\$390,374	\$40.87
	<b>Program-Wide</b>	<b>9,552</b>	<b>\$390,374</b>	<b>\$40.87</b>
<b>RJP Mentoring</b>	CYO	4,914	\$122,612	\$24.95
	MACSA	2,011	\$61,405	\$30.53
	<b>Program-Wide</b>	<b>6,925</b>	<b>\$184,017</b>	<b>\$26.57</b>
<b>MAAC</b>	AARS	2,478	\$38,935	\$15.71
	CYO	4,014	\$52,796	\$13.15
	FLY	2,797	\$40,928	\$14.63
	Friends Outside	1,743	\$17,981	\$10.32
	Gardner	2,804	\$28,566	\$10.19
	MACSA	2,651	\$35,549	\$13.41
	<b>Program-Wide</b>	<b>16,487</b>	<b>\$214,755</b>	<b>\$13.03</b>
<b>SES</b>	Catholic Charities	22,729	\$411,650	\$18.11
	<b>Program-Wide</b>	<b>22,729</b>	<b>\$411,650</b>	<b>\$18.11</b>
<b>JJCPA-Wide</b>		<b>64,919</b>	<b>\$1,367,061</b>	<b>\$21.06</b>

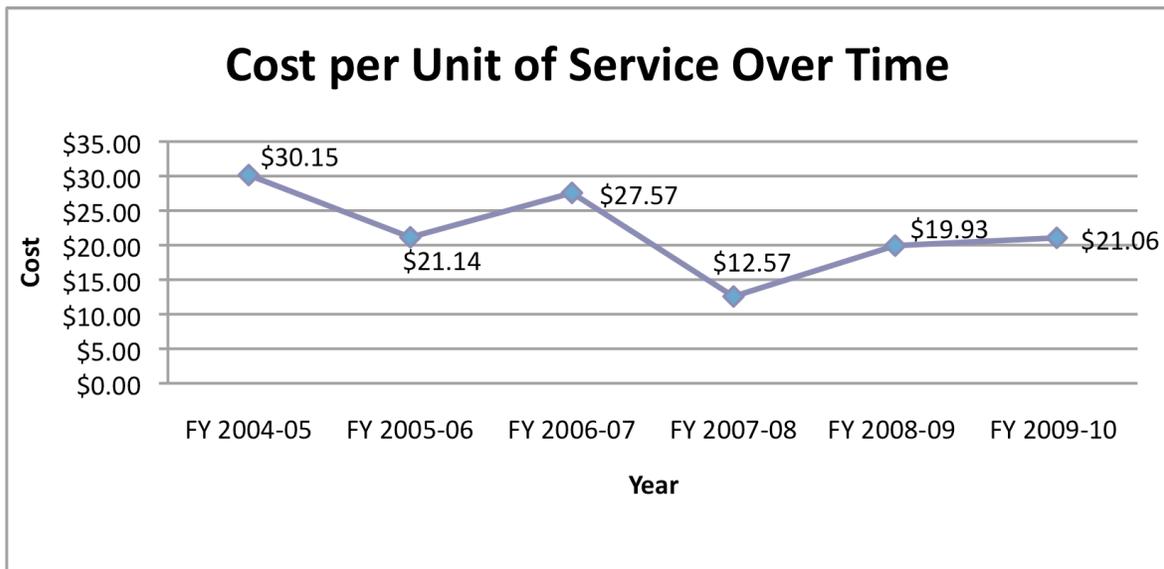
The table and chart below shows the cost per unit of service over time. The cost per unit of service at the end of the fiscal year is \$21.06.

**Table 15**

<b>Units of Service Over Time</b>		
<b>Year</b>	<b>Units of Service Delivered</b>	<b>Cost per Unit of Service</b>
FY 2004-05	128,845	\$30.15
FY 2005-06	115,213	\$21.14
FY 2006-07	99,631	\$27.57
FY 2007-08	214,421	\$12.57
FY 2008-09	134,232	\$19.93
FY 2009-10	64,919	\$21.06

Overtime, the cost per unit of service has decreased; however, since 2007-08, the cost per unit of service has seen a steady increase.

**Chart 5**



## 4 Effect

Effect is the second component of the JJCPA evaluation design. Data in the effect section help readers to understand whether services achieved targeted changes in the youth customers. As explained earlier, the results in this section are determined by youth, parent, and staff surveys. Over 4,000 surveys were used to conduct this analysis.

### 4.1 Customer Satisfaction

Youth and parent customers were relatively satisfied with services, as reflected by the satisfaction ratings of 81.7% and 88.2%, respectively. The JJCPA evaluation system measures customer satisfaction by asking youth and parents four standard questions. Customers were asked:

1. I think the program and activity I participated in was: (rated Poor to Great)
2. I feel I benefited from this program: (Not at all, Some, A lot)
3. I thought that the people who run the program were: (Very helpful, Somewhat helpful, Not helpful)
4. Would you tell a friend or schoolmate to come to this program if he needed it? (Yes, Maybe, No)

The summary score of 81.7% for youth satisfaction and 88.2% for parent satisfaction ranges from zero where no one was satisfied to 100% where everyone was satisfied. Youth and parent satisfaction rate reflects whether customers were content with services based on four measures. Stakeholders and providers alike need to understand whether or not customers were satisfied so they can begin determining if services were effective. Generally, satisfied customers are more likely to experience and undergo the desired change.

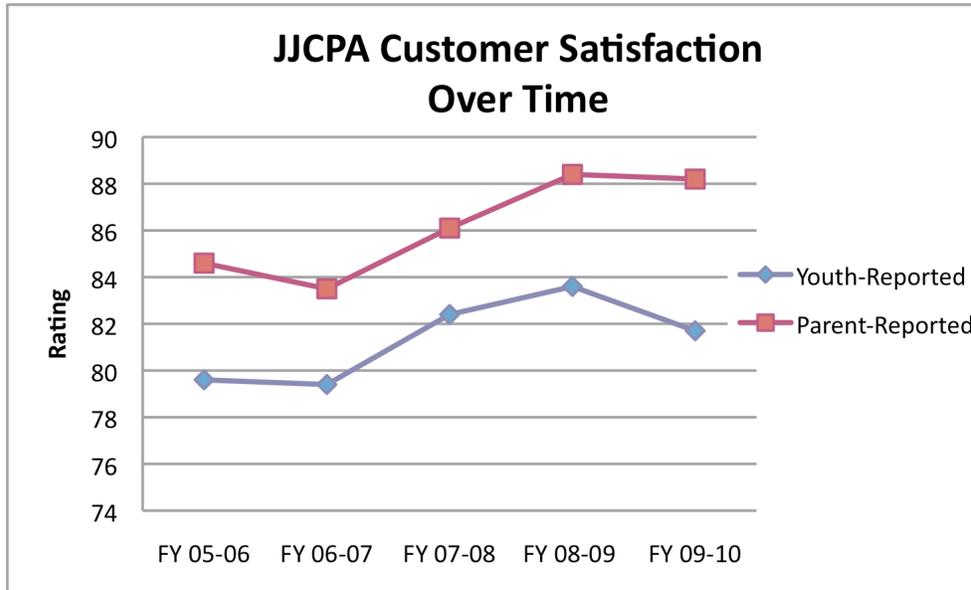
As shown in the table below, RJP Mentoring had the highest youth customer satisfaction and RJP CDC had the highest parent satisfaction.

Table 16

<b>Customer Satisfaction, FY 2009-10</b>			
<b>Program</b>		<b>Youth-Reported</b>	<b>Parent-Reported</b>
<b>Aftercare</b>	FLY	94.8%	95.8%
	Gardner	62.9%	76.9%
	<b>Program-Wide</b>	<b>69.9%</b>	<b>84.3%</b>
<b>RJP CDC</b>	ARCC	84.3%	86.4%
	Bill Wilson Center	87.4%	93.5%
	CHAC	80.4%	82.3%
	Community Solutions	81.1%	83.7%
	<b>Program-Wide</b>	<b>84.8%</b>	<b>89.0%</b>
<b>RJP Mentoring</b>	CYO	86.4%	85.6%
	MACSA	84.8%	91.0%
	<b>Program-Wide</b>	<b>85.7%</b>	<b>87.5%</b>
<b>MAAC</b>	AARS	74.8%	N/A
	CYO	77.1%	N/A
	FLY	82.6%	N/A
	Friends Outside	85.9%	N/A
	Gardner	89.9%	N/A
	MACSA	79.4%	N/A
	<b>Program-Wide</b>	<b>80.8%</b>	<b>N/A</b>
<b>SES</b>	Catholic Charities	80.7%	85.0%
	<b>Program-Wide</b>	<b>80.7%</b>	<b>85.0%</b>
<b>JJCPA-Wide</b>		<b>81.7%</b>	<b>88.2%</b>

The chart below illustrates that the youth customer satisfaction has decreased slightly from 09-10 and the parent customer satisfaction remained steady.

Chart 6



## 4.2 Developmental Asset Productivity

JJCPA grantees measure effectiveness by determining whether programs achieved targeted changes in their customers. The evaluation system is designed for youth, parents, and staff members to give feedback on whether the targeted changes in behavior, skills, and knowledge were achieved.

All JJCPA providers, with the exception of MAAC, survey their youth customers about developmental asset-related changes. The relevant questions on the survey are:

- Because of this program, my success at school (job/training) is:
- Because of this program, my understanding of who I am and what I can do is:
- Because of this program, my ability to communicate is:
- Because of this program, my ability learn new things is:
- Because of this program, my ability to connect with adults is:
- Because of this program, my ability to work with others is:
- Because of this program, my ability to stay safe is:

Response choices are Better, Worse, Same, or Don't Know.

Overall, JJCPA-funded programs achieved a youth-reported developmental asset productivity score of 88.2%, representing an increasing trend. Parents and staff members reported a developmental asset productivity score of 63.8% and 76.5%, respectively.

The table below summarizes the results. SES had the highest youth developmental asset productivity score and RJP Mentoring achieved the highest parent-reported developmental asset productivity score. **The two-year trend noted in the right-hand column is based on youth responses.**

Table 17

Developmental Asset Productivity, FY 2009-10						
Program		Youth-Reported		Parent-Reported	Staff-Reported	Two-Year Youth Reported Trend
		08-09	09-10	09-10	09-10	08-10
Aftercare	FLY	76.5%	77.1%	91.8%	100.0%	↘
	Gardner	36.9%	36.5%	46.2%	44.6%	
	<b>Program-Wide</b>	<b>65.0%</b>	<b>45.4%</b>	<b>63.9%</b>	<b>60.7%</b>	
RJP CDC	ARCC	59.2%	56.9%	72.9%	91.6%	↗
	Bill Wilson Center	68.1%	73.2%	77.9%	76.4%	
	CHAC	45.1%	56.1%	67.6%	74.4%	
	Community Solutions	55.9%	62.6%	67.4%	64.1%	
	<b>Program-Wide</b>	<b>59.6%</b>	<b>64.1%</b>	<b>74.2%</b>	<b>79.6%</b>	
RJP Mentoring	CYO	91.3%	82.2%	86.1%	92.5%	↘
	MACSA	60.1%	73.7%	90.2%	69.8%	
	<b>Program-Wide</b>	<b>81.8%</b>	<b>78.8%</b>	<b>87.5%</b>	<b>83.3%</b>	
MAAC	AARS	NA	NA	NA	NA	NA
	CYO					
	FLY					
	Friends Outside					
	Gardner					
	MACSA					
	<b>Program-Wide</b>					
SES	Catholic Charities	69.6%	85.0%	64.0%	77.3%	↗
	<b>Program-Wide</b>	<b>69.6%</b>	<b>85.0%</b>	<b>64.0%</b>	<b>77.3%</b>	
<b>JJCPA-Wide</b>		<b>63.3%</b>	<b>88.2%</b>	<b>63.8%</b>	<b>76.5%</b>	↗

### **4.3 Program-Specific Productivity**

Program-specific productivity uses a similar format to developmental asset productivity, but pertains to targeted changes unique to each program. Providers develop these questions of the survey.

Program-specific questions include:

- My ability to make good choices (such as avoiding drugs and alcohol) is:
- My ability to set educational goals is:
- My ability to communicate with my parent/guardian is:
- My understanding of my culture is:
- My ability to resolve conflicts verbally rather than through violent actions is:
- My knowledge of positive life alternatives is:

Youth reported a program-specific productivity score of 70.9%, while parents and staff reported scores of 82.6% and 82.6% respectively. Program-specified service productivity is the second core measure of effectiveness in the JJCPA evaluation system. Understanding whether youth gain program-specific skills related to violence prevention, gang prevention, service learning, law-related education, for example, is important to determining a program's effectiveness. Reporting the results by respondent will also help the stakeholder understand whether there is support that these changes did, in fact, occur. Overall, JJCPA programs demonstrated a slight decrease in the two-year trend in this area. RJP Mentoring had the highest program-specific productivity score for FY 09-10.

Table 18

Program-Specific Productivity Ratings, FY 2009-10						
Program		Youth-Reported		Parent-Reported	Staff-Reported	Two-Year Youth Reported Trend
		08-09	09-10	09-10	09-10	08-10
Aftercare	FLY	94.3%	89.4%	96.8%	100.0%	↘
	Gardner	49.5%	42.6%	60.4%	54.1%	
	<b>Program-Wide</b>	<b>76.8%</b>	<b>52.9%</b>	<b>74.6%</b>	<b>67.4%</b>	
RJP CDC	ARCC	71.3%	68.4%	79.8%	94.1%	→
	Bill Wilson Center	79.2%	79.7%	85.5%	85.1%	
	CHAC	61.3%	65.2%	77.6%	75.2%	
	Community Solutions	69.7%	69.4%	75.4%	63.3%	
	<b>Program-Wide</b>	<b>72.0%</b>	<b>72.7%</b>	<b>81.8%</b>	<b>85.7%</b>	
RJP Mentoring	CYO	91.3%	81.8%	86.8%	98.1%	→
	MACSA	62.6%	83.2%	93.3%	86.2%	
	<b>Program-Wide</b>	<b>82.8%</b>	<b>82.4%</b>	<b>89.0%</b>	<b>93.3%</b>	
MAAC	AARS	68.9%	58.2%	N/A	95.0%	↘
	CYO	67.7%	60.3%		86.5%	
	FLY	68.6%	71.8%		87.1%	
	Friends Outside	59.6%	59.3%		54.1%	
	Gardner	61.7%	72.6%		80.0%	
	MACSA	65.9%	56.6%		48.2%	
	<b>Program-Wide</b>	<b>66.6%</b>	<b>64.1%</b>		<b>79.0%</b>	
SES	Catholic Charities	62.7%	61.4%	78.3%	88.3%	↘
	<b>Program-Wide</b>	<b>62.7%</b>	<b>61.4%</b>	<b>78.3%</b>	<b>88.3%</b>	
<b>JJCPA-Wide</b>		<b>70.9%</b>	<b>67.3%</b>	<b>82.5%</b>	<b>82.9%</b>	↘

## 5 Performance

Each JJCPA funded-program had the opportunity to develop local outcome measures. These measures vary from program to program, may include process measures (e.g. length of time from referral to receiving services will be seven days), and vary in data source. These local outcome measures are required by the State and are also reported to the Juvenile Justice Systems Collaborative (JJSC).

Aftercare local outcome data is based on the results from youth participating in Gardner and FLY's JJCPA funded programs as well as those programs not funded by JJCPA but are a part of the Aftercare Collaborative and the evaluation design. Aftercare achieved one out of the five local outcome measurements for FY 2009-10; three local outcomes showed a decrease from the previous year.

MAAC achieved all three of the local outcomes for FY 2009-10. One local outcome for MAAC showed an improvement from the previous year: youth will receive mental health, education, substance abuse and risk classification assessments within 30 days.

Support and Enhancement Services achieved two of its three local outcomes this year: parents will indicate an improvement in their child's school attendance and ability to make good choices. Finally, the Restorative Justice Program achieved both local outcome measurements for FY 2009-10.

**Table 19**

<b>JJCPA Local Outcomes FY 2008-2010</b>			
<b>Program</b>	<b>Goal</b>	<b>Actual FY 2008-09</b>	<b>Actual FY 2009-10</b>
<b>Aftercare</b>	70% of youth will report improved communication with his/her parent.	34%	30%
	70% of parents will report improved communication with their son/daughter.	59%	61%
	70% of youth will indicate an improvement in their ability to not re-offend	64%	43%
	70% of parents will indicate an improvement in their child's ability to not re-offend	79%	64%
	60% of youth will successfully complete the ten-week initial aftercare period.	66%	66%
<b>Multi-Agency Assessment Center</b>	70% of youth will have an assessment completed within the first five days.	95%	77%
	70% of youth will have a case plan within 10 days of admission to Juvenile Hall.	100%	99%
	70% of youth will receive mental health, education, substance abuse, and risk classification assessments within 30 days.	73%	95%
<b>Support and Enhancement Services</b>	50% of parents will indicate an improvement in their child's school attendance.	84%	72%
	70% of youth will indicate an improvement in their ability to make good choices.	72%	68%
	70% of parents will indicate an improvement in their child's ability to make good choices.	86%	75%
<b>Restorative Justice Program</b>	70% of youth will report an increase in their understanding of the impact of his/her behavior on others	71%	74%
	70% of parents will report an increase in their child's understanding of the impact of his/her behavior on others.	84%	83%

## 6 Program Summaries

The following section contains a summary of each of the programs. A brief description of each program is followed by the JJCPA Performance Logic Model At-a-Glance for each JJCPA-funded program.

### 6.1 Aftercare Services

#### Overview

The Aftercare Services is a highly structured, inter-agency, community-based program designed to assist youth prepare for a smooth transition back into their families and communities. The three primary program goals are: (1) reintegrate students into pro-social community life through independent living, foster homes, or home family reunification; (2) eliminate delinquency and self-defeating behaviors; and (3) promote pro-social self-sufficiency through healthy behaviors in employment, school, social activities, etc.

Since the inception of the Aftercare Program in 2000, the program approach has changed at various times for a variety of reasons, including budget cuts, systems issues, and caseload management. Several county partners are instrumental to providing services to Aftercare youth clients; however only FLY and Gardner were included in this report as they are funded by JJCPA.

#### Primary Providers

- Probation Department
- Department of Alcohol and Drug Services
- JJCPA Community-Based Service Providers:
  - Gardner Family Care Corporation
  - Fresh Lifelines for Youth
- Department of Mental Health

#### Program Approach

Program partners set out to reduce the recidivism rate for participating youth and prevent the further penetration of these youth in the criminal justice system. The program approach is rooted in helping youth to: (1) envision a positive future for themselves; (2) create new pro-social values and become involved in community life; (3) discover and develop new life skills and behaviors that will further their goals; (4) disassociate from a delinquent and/or criminal lifestyle; and (5) complete their probationary status without re-offending. The following describes the four core steps of the Aftercare Services process.

### **Step 1: Intake/Assessment/ Individual Transition Service Plan (ITSP)**

The youth assessment and Individual Transition Service Plan (ITSP) are developed three weeks before a youth's release by the Aftercare Multi-Disciplinary Team (MDT). The MDTs for youth from the Ranch and Juvenile Hall differ depending on the providers but are generally comprised of representatives from Mental Health Department (MH), Drug and Alcohol Services Department, Pathways, Probation Education Counselor, and staff from the facility. The Aftercare Probation Officer schedules the MDT, writes the ITSP, and works closely with the Probation Community Worker to ensure that the plan is implemented during the aftercare period. The Probation Officer also contacts the parents to inform them about the MDT process and to ask for input about what services they believe their child will need when released.

Prior to the MDT meeting, each member gathers pertinent information (including any existing assessments) on the youth and his family; conducts any necessary assessments; and meets with the youth and his family as needed. For example, the Probation Education Counselor inquires about the youth's school status; and the MH staff person determines mental health needs in preparation for youth's release and the aftercare period, including identifying referral sources.

The ITSP is developed with clear guidelines and expectations for the youth. It addresses the youth's:

- living arrangement
- education plan
- employment training/placement
- social & extra-curricular activities
- guidelines and rules for the home
- individual behavioral goals
- mental health and/or substance abuse counseling, as needed.
- restitution and community service requirements

The MDT draws on the youth and family's strengths and places emphasis on family reunification that includes preserving, strengthening and/or reestablishing family acceptance of the youth.

### **Step 2: Service Delivery**

Upon release from the facility, the youth enters the Initial Aftercare Period also known as, 'Pre-Release', when the youth is still under the authority of the Ranch. (Youth released from Juvenile Hall do not have a 'Pre-Release' period.) The youth is most vulnerable and at-risk of regressing to past destructive behaviors during this period, which is the first ten weeks of the program. The Ranch Aftercare Counselor begins primary supervision and meets with the youth once per week in order to ensure contract compliance and implementation of the transition plan. The Aftercare Probation Officer coordinates across MDT partners as it relates to the implementation of transition plan, and maintains primary oversight of the case. While supervision and services from all partners is critical, the Probation Community

Worker plays an especially important role in continuing to build a caring and trusting relationship with the youth. The core of the youth's change in mindset and behavior begins with this relationship.

**Step 3: Ongoing Client Contract/Case Management:**

The Aftercare Counselor, Probation Officer, and Probation Community Worker share case monitoring and service delivery responsibilities. Together, they work to ensure that services and activities are consistent with the findings articulated in the ITSP. The service plan is updated as needed; the youth classification is modified if the youth is re-arrested. ITSP activities for the first 30 days are especially engaging, intensive and meaningful for the youth. Updates to the ITSP incorporate the youth's own articulated goals and concerns, in order to obtain his buy-in. The Probation Community Worker is also available for on-call support services for urgent matters. The Probation Community Worker works closely with the Aftercare Probation Officer to share information about the youth and his/her progress. The youth and his family continue to participate in the Aftercare program for the remaining ten and one-half weeks, the Extended Aftercare period. During this time, supervision provided by the Aftercare Counselor (also known as the Ranch Pre-Release Counselor) is reduced as the youth's Ranch commitment is vacated.

**Step 4: Exit:**

When the youth has successfully met the goals of the ITSP at the end of the six-month period, the Probation Officer meets with the youth and his/her family. The Probation Officer closes out the ITSP and returns the youth's case to a general supervision unit, if Probation dismissal is not possible.

**Graphic 2**

JJCPA Performance Logic Model Evaluation System							
Performance Accountability Term	Logic Model Term	Evaluation Question	Answers to Evaluation Questions Aftercare Services FY 2009-10				
			Annual JJCPA Funding		JJCPA Funds Spent		
Effort	Inputs	How much was spent on services?	Gardner	FLY	Gardner	FLY	
			\$144,234	\$39,140	\$127,125	\$39,140	
	Customers	Who are the youth customers?	Gender	Female = 10%; Male = 90%		Asset Level = Low	
			Ethnicity	African American = 8%	Asian/Pacific Islander = 8%	Latino = 80%	
				Multi-Racial/Native American/Other = 0%	White = 4%	Unknown = 0%	
			Age	Up to 11 years = 0%	12 - 15 years = 18%	Unknown = 0%	
	16 - 19 years = 82%	20+ = 0%					
	Strategies	What service strategies are being conducted?	Outreach & Recruitment	Intake, Assessment & ISP	Home/School Visit, Parent Contact	Case Management, Support Contacts & Referrals	
			2%	5%	1%	10%	
			Individual/Family Counseling	Transportation	Field Trips, Outings & Community Service	Group Workshops & Sessions	
69%	1%	9%	4%				
Output	How much service was provided?	9,226 units of service were provided in FY 2009-10. One unit of service equals one hour of direct service per customer.					
Output	What was the cost per unit of service?	The cost per unit of service was \$18.02.					
Effect	Customer Satisfaction	Were the youth and parent customers satisfied with services?	Average Satisfaction of Youth		Average Satisfaction of Parents		
			69.9%		84.3%		
	Service Productivity	Were services effective in producing a change for the better in customers?	Respondent	Asset Development	Program-Specific		
			Youth-Rated	45.4%	52.9%		
			Parent-Rated	63.9%	74.6%		
Staff-Rated	60.7%	67.4%					

## **6.2 Multi-Agency Assessment Center**

### **Overview**

The Multi-Agency Assessment Center provides comprehensive assessments for youth admitted and detained in Juvenile Hall for longer than 72 hours. Youth receive mental health, educational, and medical screening assessments. The assessment information is used to develop an individual case plans for each youth. The assessment results help to inform and assist staff in identifying the appropriate support services for youth while in custody. Contracted community-based organizations provide workshops and one-on-one counseling in the units and make every effort to connect with the youth so that when the youth returns to his family and community they can continue services.

### **Primary Partners**

- Probation Department
- Mental Health Department
- Department of Alcohol and Drug Services
- Community-Based Service Providers:
  - Asian American Recovery Services
  - California Youth Outreach
  - Fresh Lifelines for Youth
  - Friends Outside
  - Gardner Family Care Corporation
  - Mexican American Community Services Agency

### **Program Approach**

Youth who are to be detained for longer than 72 hours are referred to the Assessment Center for a mental health assessment and risk/classification assessment that occur during the intake procedure. Educational testing takes place within the first 72 hours of a youth's admission, as is the Valley Medical Center (VMC) medical clinic screening. Drug and alcohol-related testing takes places within the first week.

Each community-based provider is assigned a unit or two to perform group workshops and one-on-one counseling based on referrals from staff or other providers. Group workshop services include substance abuse/relapse prevention, life skills and communication development, conflict resolution, anti-criminal thinking patterns, gang intervention, parenting/family skills, and family/domestic violence education, and character building.

**Graphic 3**

JJCPA Performance Logic Model Evaluation System						
Performance Accountability Term	Logic Model Term	Evaluation Question	Answers to Evaluation Questions Multi-Agency Assessment Center Program FY 2009-10 Year-End			
Effort	Inputs	How much was spent on services?	<b>Annual JJCPA Funding</b>			
			\$40,928 - AARS	\$61,392-CYO	FLY - \$40,928	\$40,928 - Gardner
			\$20,464 - Friends Outside		\$40,928 - MACSA	
			<b>JJCPA Funds Spent</b>			
			\$38,935 - AARS	\$52,796-CYO	FLY - \$40,928	\$28,566 - Gardner
	\$17,981 - Friends Outside		\$35,549 - MACSA			
	Customers	Who are the youth customers? (All MAAC Customers)	<b>Gender</b>	Female = 16%; Male = 84%		
			<b>Ethnicity</b>	African American = 10%	Asian/Pacific Islander = 6%	Latino = 72%
				Multi-Racial/Native American/Other = 2%	White = 10%	Unknown = 0%
			<b>Age</b>	Up to 11 years = 0%	12 - 15 years = 22%	Unknown = 0%
	16 - 19 years = 78%	20+ = 0%				
	Strategies	What service strategies are being conducted?	<b>Outreach &amp; Recruitment</b>	<b>Intake, Assessment &amp; ISP</b>	<b>Home/School Visit, Parent Contact</b>	<b>Case Management, Support Contacts &amp; Referrals</b>
0%			0%	0%	0%	
<b>Individual/Family Counseling</b>			<b>Transportation</b>	<b>Field Trips, Outings &amp; Community Service</b>	<b>Group Workshops &amp; Sessions</b>	
6%	0%	0%	94%			
Output	How much service was provided?	16,487 units of service were provided in FY 2009-10. One unit of service equals one hour of direct service per customer.				
Output	What was the cost per unit of service?	The cost per unit of service was \$13.03.				
Effect	Customer Satisfaction	Were the youth and parent customers satisfied with services?	<b>Average Satisfaction of Youth</b>		<b>Average Satisfaction of Parents</b>	
			80.8%		N/A	
	Service Productivity	Were services effective in producing a change for the better in customers?	<b>Respondent</b>	<b>Developmental Asset</b>	<b>Program-Specific</b>	
			Youth-Rated	N/A	64.1%	
			Parent-Rated	N/A	N/A	
Staff-Rated	N/A	79.0%				

## **6.3 Restorative Justice Program**

### **Overview**

In April 2009, the Juvenile Justice Coordinating Council approved an expenditure plan for the FY 2009-10 RJP funds and requested a report on the re-design of the Restorative Justice Program. As a result, an Ad-hoc Committee was formed that assisted the Probation Department in developing the new program design. A sub-committee was formed to help define the service needs for the program. This sub-committee defined a need to provide services that address the four key life domains (personal, family, school and community) that significantly influence a youth's healthy development and resiliency.

The re-designed program targets early offenders and follows them through informal supervision, if needed. Objective tools are used to determine the types of services and length of program indicated. The logic model measures effect for non-contracted services in addition to measuring effort and effect for contracted services. Services needs address all four key life domains and include referrals to competency development services, counseling, mentoring, 1-day classes such as California Offender Program Services (COPS) and Safe Alternative and Violence Education (SAVE), victim services, parenting classes, parent-teen mediation, and job search services. Length of program varies by need of client and duration is up to 180 days of service.

During Fiscal Year 04-05, a mentoring component was made available for youth in the East and West regional areas of the Restorative Justice Program who were identified as needing additional services and could benefit by being connected with a caring, adult role model from the community. During the middle of Fiscal Year 05-06, the development of a mentoring component to provide services for youth in the North and South regional areas was initiated and began full implementation during FY 06-07. The goal of Mentoring is to engage and support the youth in developing positive alternatives to delinquent behavior through the establishment of a relationship with an older, wiser, more experienced adult who can assist the youth by providing consistent support, guidance and concrete help to a minor whose at-risk environment increases his or her chances of exposure to at-risk behaviors.

The mentoring program ensures that those elements of culture, language, values, beliefs, worldview traditions and historical experiences are incorporated into the services provided to youth and their families. These services also ensure accessibility and maximize the strengths of different cultural groups in Santa Clara County.

### **Primary Partners**

- CDC Community Based Providers:
  - Alum Rock Counseling Center
  - Bill Wilson Center
  - CHAC
  - Community Solutions

- Mentoring Program  
California Youth Outreach  
MACSA
- Probation Department

**Graphic 4**

JJCPA Performance Logic Model Evaluation System							
Performance Accountability Term	Logic Model Term	Evaluation Question	Answers to Evaluation Questions Restorative Justice Program FY 2009-10				
Effort	Inputs	How much was spent on services?	Annual JJCPA Funding		JJCPA Funds Spent		
			CDC	Mentoring	CDC	Mentoring	
			\$390,374	\$206,000	\$390,374	\$184,017	
	Customers	Who are the youth customers?	Gender	Female = 34%; Male = 66%		Asset Level = Low	
			Ethnicity	African American = 6%	Asian/Pacific Islander = 10%	Latino = 60%	
				White = 20%	Multi-Racial/Native American/Other = 4%	Unknown = 0%	
			Age	Up to 11 years = 3%	12 - 15 years = 56%	Unknown = 0%	
				16 - 19 years = 42%	20+ = 0%		
	Strategies	What service strategies are being conducted?	Outreach & Recruitment	Intake, Assessment & ISP	Home/School Visit, Parent Contact	Case Management, Support Contacts & Referrals	
			1%	12%	0%	9%	
Individual/Family Counseling			Transportation	Field Trips, Outings & Community Service	Group Workshops & Sessions		
5%	0%	12%	62%				
Output	How much service was provided?	9,552 units of service were provided in FY 2009-10 by the CDC providers and 6,925 by the Mentoring Program providers, for a total of 16,477 units of service. One unit of service equals one hour of direct service per customer.					
Output	What was the cost per unit of service?	The cost per unit of service was \$40.87 for CDC services and 26.57 for Mentoring services.					
Effect	Customer Satisfaction	Were the youth and parent customers satisfied with services?	Average Satisfaction of Youth		Average Satisfaction of Parents		
			CDC	Mentoring	CDC	Mentoring	
			84.8%	85.7%	89.0%	87.5%	
	Service Productivity	Were services effective in producing a change for the better in customers?	Respondent	Asset Development		Program-Specific	
				CDC	Mentoring	CDC	Mentoring
			Youth-Rated	64.1%	78.8%	72.7%	82.4%
			Parent-Rated	74.2%	87.5%	81.8%	89.0%
Staff-Rated	79.6%	76.5%	85.7%	93.3%			

## **6.4 Support and Enhancement Services**

### **Overview**

In September of 2007, the Santa Clara County Probation Department released a Request for Proposal (RFP) for an intensive case management program known as Support and Enhancement Services (SES). The SES Program targets minors throughout Santa Clara County, including low service areas such as South County. The service population includes post-dispositional youth in two custody alternatives: Community Release Program (CRP) and Electronic Monitoring Program (EMP), as well as youth under general Probation supervision.

SES is designed to link youth and their families to services that target and address the specific needs of the participant and their family through intensive case management. The goals of the Support and Enhancement Services Program include: 1) Linking post-dispositional youth in the Community Release Program (CRP) and Electronic Monitoring Program (EMP), and youth under general Probation supervision, and their families to services that target and address the specific needs of the youth and his/her family through intensive case management services; 2) Assisting post-dispositional youth in CRP and EMP to decrease healthy behaviors and 3) Providing post-dispositional youth with opportunities to gain recognition and self-esteem through positive actions.

Services require providers to connect youth, ages 11 to 18, and their families to services outlined in their Individual Service Plan (ISP) and provide guidance and direction so youth may successfully fulfill court mandates and achieve ISP goals. Activities such as one-to-one coaching, case management, home visits, school visits, parent visits, probation advisory conferences and field trips are part of the strategy of services to strengthen youths' developmental assets and increase their academic achievement. Program staffs provide advocacy services on behalf of their youth clients, coordinate community service hours and have youth participate in weekly support groups to provide youth with every opportunity to positively impact their community with healthy contributions.

### **Primary Partners**

- Catholic Charities of Santa Clara County
- Probation Department

**Graphic 5**

JJCPA Performance Logic Model Evaluation System							
Performance Accountability Term	Logic Model Term	Evaluation Question	Answers to Evaluation Questions Support and Enhancement Services Program FY 2009-10 Year-End				
Effort	Inputs	How much was spent on services?	Annual JJCPA Funding		JJCPA Funds Spent		
			\$419,651		\$411,650		
	Customers	Who are the youth customers?	Gender	Female = 15%; Male = 85%		Asset Level = Low	
			Ethnicity	African American = 7%	Asian/Pacific Islander = 10%	Latino = 70%	
				Multi-Racial/Native American/Other = 3%	White = 10%	Unknown = 0%	
	Age	Up to 11 years = 0%	12 - 15 years = 27%	Unknown = 0%			
		16 - 19 years = 73%	20+ = 0%				
	Strategies	What service strategies are being conducted?	Outreach & Recruitment	Intake, Assessment & ISP	Home/School Visit, Parent Contact	Case Management, Support Contacts & Referrals	
			0%	4%	15%	21%	
			Individual/Family Counseling	Transportation	Field Trips, Outings & Community Service	Group Workshops & Sessions	
		8%	6%	31%	16%		
Output	How much service was provided?	22,729 units of service were provided in FY 2009-10. One unit of service equals one hour of direct service per customer.					
Output	What was the cost per unit of service?	The cost per unit of service was \$18.11.					
Effect	Customer Satisfaction	Were the youth and parent customers satisfied with services?	Average Satisfaction of Youth		Average Satisfaction of Parents		
			80.7%		85.0%		
	Service Productivity	Were services effective in producing a change for the better in customers?	Respondent	Developmental Asset	Program-Specific		
			Youth-Rated	64.0%	61.4%		
			Parent-Rated	77.3%	78.3%		
Staff-Rated	87.1%	88.3%					

## 7 Appendix

### 7.1 Additional Data

Table 20

Number of Surveys Submitted, FY 2009-10				
Program	RPRA	Youth Survey	Parent Survey	Staff Survey
Aftercare	94	91	18	31
MAAC	717	712	0	578
RJP CDC	445	450	418	458
RJP Mentoring	103	102	101	102
SES	81	74	55	73
<b>JJCPA-Wide</b>	<b>1,440</b>	<b>1,429</b>	<b>592</b>	<b>1,242</b>