



# Juvenile Justice Crime Prevention Act Program Evaluation Final Report FY 2011- FY 2012

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

Prepared by Community  
Crime Prevention  
Associates  
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# Table of Contents

<b>1</b>	<b>Introduction</b> .....	3
<b>2</b>	<b>Highlights</b> .....	4
2.1	Effort.....	4
2.2	Effect.....	4
2.3	Performance.....	5
2.4	At-A-Glance.....	5
2.5	Recommendations .....	8
<b>3</b>	<b>Effort</b> .....	10
3.1	Inputs .....	10
3.2	Customers.....	12
3.3	Strategies .....	22
3.4	Amount and Cost Per Unit of Service .....	25
<b>4</b>	<b>Effect</b> .....	29
4.1	Customer Satisfaction .....	29
4.2	Development Asset Productivity.....	31
4.3	Program-Specific Productivity .....	33
<b>5</b>	<b>Performance</b> .....	35
<b>6</b>	<b>Program Summaries</b> .....	37
6.1	Aftercare Services.....	37
6.2	Multi-Agency Assessment Center.....	42
6.3	Restorative Justice Program .....	45
6.4	Support and Enhancement Services.....	48
<b>7</b>	<b>Appendix</b> .....	51
7.1	Surveys Submitted, FY 2011- FY 2012.....	51

# 1 Introduction

Fiscal Year 2011 and Fiscal Year 2012 represent the tenth and eleventh year, respectively, 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 analyze the evaluation data and write the evaluation report of four JJCPA-funded programs. CCPA conducted the evaluation of the JJCPA-funded in previous years.

CCPA was hired to conduct a limited-scope evaluation. The information contained in this report pertains to the performance of the four JJCPA-funded programs in FY 2011 and FY 2012, that is, July 1, 2010 through June 30, 2011 and July 1, 2011 through June 30, 2012, respectively. 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 2011 and FY 2012 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 for FY 2011- FY 2012. 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 \$967,157 in JJCPA funds in FY 2012 and \$1,198,325 in FY 2011 for the four community-based programs. In total, \$2,165,482 in JJCPA funds was disseminated during FY 2011 – FY 2012.
- JJCPA programs served 7,078 youth customers in FY 2012 and 8,678 in FY 2011. In total, 15,756 youth customers were served during FY 2011 – FY 2012. 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 41,459 units of service in FY 2012 and 61,419 in FY 2011 – representing a 32% reduction in units of service from FY 2011 to FY 2012. One unit of service equals one hour of direct service per customer.
- Services were provided at a cost per unit of service of \$22.42 in FY 2012 and \$19.50 in FY 2011.
- During FY 2011 – FY 2012, 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 82.9% in FY 2012 and 84.0% in FY 2011. Parents of youth participants gave a customer satisfaction rating of 87.6% in FY 2012 and 86.2% in FY 2011.
- Programs achieved a youth-reported developmental asset productivity score of 69.0% in FY 2012 and 65.6%, representing an increasing trend over the last year. Parents and staff members reported a developmental asset productivity score of 79.7% and 82.2%, respectively, in FY 2012. 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 71.6% in FY 2012 and 71.1% in FY 2011. Parents and staff members were also optimistic about the targeted changes in youth customers in program-specific

measures reporting service productivity scores of 84.1% and 75.4%, respectively, in FY 2012.

## 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. Below are highlights of the local outcome measures for FY 2012.

- Aftercare local outcome data is based on the results from youth participating in AARS 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 three out of the five local outcome measurements for FY 2012.
- MAAC achieved all three of their local outcomes for FY 2012.
- 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 2012.

## 2.4 At-a-Glance

The following Performance Logic Model tables provide At-A-Glance findings for JJCPA. The data reflects the outputs and performance measure results for all JJCPA-funded programs for FY 2012 (Graphic 1) and FY 2011 (Graphic 2).

The first two columns in the Performance Logic Models 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 in the Program Summaries section of this report.

**Graphic 1**

JJCPA Performance Logic Model Evaluation System							
Performance Accountability Term	Logic Model Term	Evaluation Question	Answers to Evaluation Questions FY 2012 Year-End				
Effort	Inputs	What did JJCPA fund and spend on services?	<b>Annual JJCPA Funding</b>		<b>JJCPA Funds Spent</b>		
			\$967,157		\$929,428		
	Customers	Who are the youth customers?	<b>Gender</b>	Female = 28%; Male = 72%		Asset Level = Low	
			<b>Ethnicity</b>	African American = 8%	Asian/Pacific Islander = 8%	Latino = 63%	
				Multi-Racial, Native American and Other = 4%	White = 17%	Unknown = 0%	
			<b>Age</b>	Up to 11 years = 1%	12 - 15 years = 43%	Unknown = 0%	
	16+ years old = 55%						
	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%	9%	7%	17%	
			<b>Individual/Family Counseling</b>	<b>Transportation</b>	<b>Field Trips, Outings &amp; Community Service</b>	<b>Group Workshops &amp; Sessions</b>	
6%			3%	8%	51%		
Output	How much service was provided?	41,459 units of service were provided in FY 2012. 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 \$22.42.					
Effect	Customer Satisfaction	Were the youth and parent customers satisfied with services?	<b>Average Satisfaction of Youth</b>		<b>Average Satisfaction of Parents</b>		
			82.9%		87.6%		
	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	69.0%	71.6%		
			Parent-Rated	79.7%	84.1%		
Staff-Rated	82.2%	75.4%					

**Graphic 2**

JJCPA Performance Logic Model Evaluation System							
Performance Accountability Term	Logic Model Term	Evaluation Question	Answers to Evaluation Questions FY 2011 Year-End				
Effort	Inputs	What did JJCPA fund and spend on services?	<b>Annual JJCPA Funding</b>		<b>JJCPA Funds Spent</b>		
			\$1,198,325		\$1,197,803		
	Customers	Who are the youth customers?	<b>Gender</b>	Female = 39%; Male = 61%		Asset Level = Low	
			<b>Ethnicity</b>	African American = 7%	Asian/Pacific Islander = 9%	Latino = 63%	
				Multi-Racial, Native American and Other = 4%	White = 17%	Unknown = 0%	
			<b>Age</b>	Up to 11 years = 2%	12 - 15 years = 46%	Unknown = 0%	
	16+ years old = 52%						
	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%	6%	4%	18%	
			<b>Individual/Family Counseling</b>	<b>Transportation</b>	<b>Field Trips, Outings &amp; Community Service</b>	<b>Group Workshops &amp; Sessions</b>	
17%			3%	8%	43%		
Output	How much service was provided?	61,419 units of service were provided in FY 2011. 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 \$19.50.					
Effect	Customer Satisfaction	Were the youth and parent customers satisfied with services?	<b>Average Satisfaction of Youth</b>		<b>Average Satisfaction of Parents</b>		
			84.0%		86.2%		
	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	65.6%	71.7%		
			Parent-Rated	76.5%	82.8%		
Staff-Rated	78.6%	79.9%					

## 2.5 Recommendations

### Aftercare Services

1. Aftercare community-based providers achieved only 49% of their planned service delivery for FY 2012 and 134% for FY 2011. During FY 2012, it appears that Asian American Recovery Services achieved only 19% of their planned hours of service while Fresh Lifelines for Youth achieved 135%. AARS is encouraged to review their planned scope of work for FY 2012 and assess the challenges they faced in executing their planned service delivery to make adjustments for FY 2013.
2. AARS demonstrated low developmental asset productivity and program-specific productivity scores at FY 2012 year-end. The evaluation team encourages the Aftercare Steering Committee to support AARS in its effort to address any gaps in their program design that may be hindering the desired outcomes they are working to see actualized in their youth customers. FLY realized increased asset development and program-specific service productivity from FY 2011. They are applauded for the results at year-end FY 2012 and are encouraged to continue utilizing strategies used to effectuate the targeted changes desired.
3. The local outcome measurement results indicate that youth continue to successfully complete the ten-week initial aftercare period. The Aftercare Steering Committee should discuss how, collectively, stakeholders can re-visit the strategies/activities and delivery of program services to “turn the curve” for the local outcome measurements that address improved communication and ability to not reoffend in their youth customers.
4. Though too late to reflect in this report, the program design and PAR were changed to increase AARS productivity and accurately capture the services that AARS provides.

### Multi-Agency Assessment Center

1. The Multi-Agency community-based providers achieved 82% of their planned service delivery in FY 2012 and 77% during FY 2011. The evaluation team recommends that Probation and the MAAC providers continue to work together to ensure that the planned JJCPA services are successfully executed.
2. Youth-reported high customer satisfaction rates of 83.6% and 85.9% for MAAC during FY 2012 and FY 2011, respectively. Collectively, MAAC service providers achieved a youth-reported program-specific productivity rating of 70.9% for FY 2012 – a slight decrease from FY 2011. Those providers that achieved a service productivity score below 60% are encouraged to re-visit the strategies and delivery method to more effectively achieve the targeted changes desired.
3. MAAC successfully exceeded their target goal of 70% for each of the three local outcome measures in FY 2012: 1) assessing youth within the first five days; 2) developing a case plan for

youth within 10 days of admission to Juvenile Hall and 3) youth receiving mental health, education, substance abuse and risk classification assessments within 90 days.

### **Restorative Justice Program**

1. The RJP CDS Program achieved 175% of their planned scope of work during FY 2012 and RJP Mentoring achieved 121% of their planned units of service. Both CDS and Mentoring are applauded for their efforts to achieve and exceed their planned service delivery by year-end.
2. Youth-reported a high customer satisfaction rate above 80% for both CDS and Mentoring for FY 2012. RJP CDS achieved a program-wide youth-reported developmental asset productivity rating of 59.8% for FY 2012 – an increase from FY 2011. Their program-specific productivity rating of 66.5% for FY 2012 reflects an increase from FY 2011. The RJP CDS providers are encouraged to continue practicing continuous improvement in their service delivery to youth customers. The RJP Mentoring Program achieved an 85.1% developmental asset productivity rating and a 95% program-specific productivity score for FY 2012 – both high service productivity scores.
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 Service Program providers achieved 80% of their planned service delivery for FY 2012 and 111% for FY 2011. Youth-reported a customer satisfaction rate of 70.4% - a decline from FY 2011. SES achieved a program-wide youth-reported developmental asset rating of 70.4% and program-specific productivity rating of 66.7% - both declining productivity scores from FY 2011. 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 2012: parent's indication of child's improvement in school attendance and youth's indication in their ability to make good choices.

### 3 Effort

This section contains the JJCPA-wide evaluation data for FY 2011 – FY 2012. 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 \$967,157 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 2012 and \$1,198,325 for FY 2011. In total, \$2,165,482 in JJCPA funds was awarded for FY 2011 – FY 2012. The table below shows the amount of the annual allocation and the percent of all JJCPA funds. The Restorative Justice Program (CDS & Mentoring combined) received the largest allocation, with 35.3% of all funds for FY 2011 – FY 2012 followed by Support and Enhancement Services (SES) at 35.2%.

Table 1

Total JJCPA Fund Allocation, FY 2011 - FY 2012				
Program	Annual Allocation	Annual Allocation	Total Annual Allocations	Percent of Total JJCPA Funds
	FY 2012	FY 2011	FY 2011 - FY 2012	
Aftercare	\$108,123	\$168,236	\$276,359	12.8%
MAAC	\$159,458	\$205,020	\$364,478	16.8%
RJP (CDS & Mentoring)	\$290,827	\$472,554	\$763,381	35.3%
SES	\$408,749	\$352,515	\$761,264	35.2%
<b>Total</b>	<b>\$967,157</b>	<b>\$1,198,325</b>	<b>\$2,165,482</b>	<b>100.0%</b>

In FY 2012, \$108,123 from other funding was used to supplement the Aftercare program through contracts with Asian American Recovery Services and Fresh Lifelines for Youth.

CCPA organized the inputs data by JJCPA program, and community-based partner as available, and amount expended for both FY 2012 and FY 2011. Overall, JJCPA's community-based partners spent 96% of their allocation or \$929,428 in FY 2012 and 100% of their allocation or \$1,198,325 in FY 2011.

**Table 2**

<b>CBO Contract Amount by JJCPA Program, FY 2011 - FY 2012 Year-End</b>							
<b>Program</b>		<b>Annual Allocation</b>	<b>Amount Expended Year-End</b>	<b>% Expended Year-End</b>	<b>Annual Allocation</b>	<b>Amount Expended Year-End</b>	<b>% Expended Year-End</b>
		<b>FY 2012</b>			<b>FY 2011</b>		
<b>Aftercare</b>	FLY	\$38,123	\$38,123	100%	\$38,123	\$38,123	100%
	AARS (FY 2012)/Gardner (FY 2011)	\$70,000	\$69,071	99%	\$130,113	\$130,113	100%
<b>RJP CDS</b>	ARCC, BWC, CHAC & CS	\$134,325	\$130,719	97%	\$280,439	\$280,439	100%
<b>RJP Mentoring</b>	CYO	\$128,332	\$128,332	100%	\$140,839	\$140,839	100%
	MACSA	\$28,170	\$27,394	97%	\$51,276	\$51,238	100%
<b>MAAC</b>	AARS	\$19,932	\$17,504	88%	\$32,336	\$32,268	100%
	CYO	\$39,865	\$28,731	72%	\$59,797	\$59,797	100%
	Catholic Charities	\$19,932	\$17,003	85%	\$15,466	\$15,466	100%
	FLY	\$19,932	\$19,932	100%	\$35,224	\$35,224	100%
	Gardner	\$19,932	\$18,506	93%	\$24,330	\$24,330	100%
	MACSA	\$39,865	\$36,775	92%	\$37,867	\$37,619	99%
<b>SES</b>	Catholic Charities	\$408,749	\$397,338	97%	\$352,515	\$352,347	100%
<b>Total</b>		<b>967,157</b>	<b>\$929,428</b>	<b>96%</b>	<b>1,198,325</b>	<b>\$1,197,803</b>	<b>100%</b>

In FY 2012, \$108,123 from other funding was used to supplement the Aftercare program through contracts with Asian American Recovery Services and Fresh Lifelines for Youth.

### 3.2 Who are the youth customers?

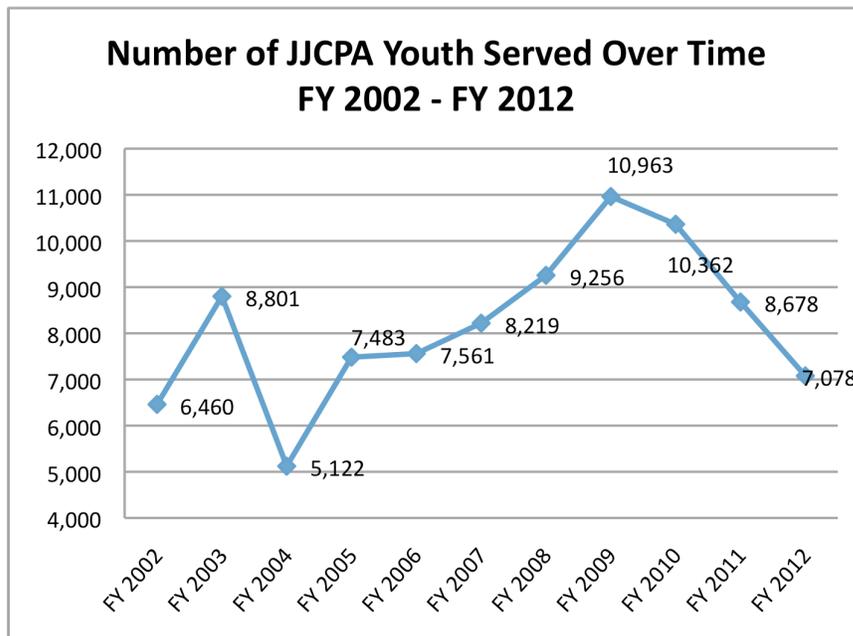
During FY 2012, JJCPA-funded programs served over 7,000 youth and in FY 2011, over 8,500 youth were served. As shown in the table below, a total of 15,756 youth customers were served from FY 2011 to FY 2012 and the largest proportion of all JJCPA youth customers were served through the Restorative Justice Program, both CDS and Mentoring combined.

**Table 3**

<b>Number of JJCPA Customers, FY 2011 - FY 2012 Year-End</b>				
<b>Program</b>	<b>Number of Youth Participants</b>			<b>Percent of Total Participants</b>
	<b>FY 2012</b>	<b>FY 2011</b>	<b>Total FY 2011 - FY 2012</b>	
Aftercare	133	240	373	2.4%
MAAC	1,457	1,520	2,977	18.9%
RJP CDS & Mentoring	5,288	6,622	11,910	75.6%
SES	200	296	496	3.1%
<b>Total</b>	<b>7,078</b>	<b>8,678</b>	<b>15,756</b>	<b>100.0%</b>

The chart below illustrates the number of youth served by JJCPA-funded programs over time. During FY 2009, JJCPA-funded programs served the highest number of youth customers with a total of 10,963. Since FY 2009, the number of youth customers served has decreased to 7,078 in FY 2012.

**Chart 1**



### Gender of Youth Customers

As demonstrated in the tables below, youth customers were predominantly male, as in previous funding years. During FY 2011 – FY 2012, 72.1% of customers were male and 27.9% were female.

**Table 4**

Gender of JJCPA Youth Customers by Program, FY 2011 - FY 2012 Year-End								
Program	FY 2012			FY 2011			FY 2011 - FY 2012	
	Male	Female	Total	Male	Female	Total	Male	Female
Aftercare	118	15	133	209	31	240	327	46
MAAC	1231	226	1457	1241	279	1520	2472	505
RJP CDS & Mentoring	3596	1692	5288	4546	2076	6622	8142	3768
SES	168	32	200	249	47	296	417	79
<b>JJCPA-Wide</b>	<b>5113</b>	<b>1965</b>	<b>7078</b>	<b>6245</b>	<b>2433</b>	<b>8678</b>	<b>11358</b>	<b>4398</b>

**Table 5**

Gender of JJCPA Youth Customers FY 2011 - FY 2012 Year-End		
Program	Male	Female
Aftercare	87.7%	12.3%
MAAC	83.0%	17.0%
RJP CDS & Mentoring	68.4%	31.6%
SES	84.1%	15.9%
<b>JJCPA-Wide</b>	<b>72.1%</b>	<b>27.9%</b>

### Ethnicity of Youth Customers

From FY 2011 to FY 2012, 63% 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, 19.2% of youth served by Restorative Justice (CDS and Mentoring) were white and 8.4% of youth served by MAAC were African American. The last column shows the ethnicity breakdown across all four programs.

**Table 6**

<b>Ethnicity of JJCPA Customers, FY 2011 - FY 2012 Year-End</b>					
<b>Ethnicity</b>	<b>Aftercare</b>	<b>MAAC</b>	<b>RJP CDC &amp; Mentoring</b>	<b>SES</b>	<b>JJCPA-Wide</b>
African American	7.5%	8.4%	7.3%	6.7%	<b>7.5%</b>
Asian/Pacific Is.	7.2%	5.2%	9.5%	8.3%	<b>8.6%</b>
Latino	75.9%	72.8%	60.3%	73.2%	<b>63.4%</b>
White	8.0%	11.2%	19.2%	9.3%	<b>17.1%</b>
Multi/Native Am./Other	1.3%	2.4%	3.6%	2.6%	<b>3.3%</b>
Unknown/DNA	0.0%	0.0%	0.1%	0.0%	<b>0.0%</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**

The table below provides the age of JJCPA customers from FY 2011 to FY 2012. RJP was the only program that served youth up to 11 years of age. Aftercare had the highest proportion of youth ages 16+ with 94% of the students served within this age range. Overall, 53% of all JJCPA youth customers were 16 and older followed by 45% of youth between the age of 12 years and 15 years.

**Table 7**

<b>Age of JJCPA Customers FY 2011 - FY 2012 Year-End</b>			
<b>Program</b>	<b>Up to 11</b>	<b>12-15 Years</b>	<b>16+</b>
Aftercare	0%	6%	94%
MAAC	0%	22%	78%
RJP CDS & Mentoring	2%	53%	45%
SES	0%	25%	74%
<b>JJCPA-Wide</b>	<b>2%</b>	<b>45%</b>	<b>53%</b>

### Home Zip Code of Youth Customers

CCPA compiled the zip codes with the most number of JJCPA youth customers for both FY 2012 and FY 2011. The table below shows a comparison of home zip codes of youth customers for both program cycles. As the table indicates, in FY 2011, the top zip code with the most youth customers served was 95111; however, in FY 2012, zip code 95122 became the top geographical region with the most youth served.

Zip codes that made the top ten list with the most JJCPA youth served in FY 2011 but did not make the list in FY 2012 include: 95037 (Morgan Hill), and 95121 (Brigadoon/Silver Creek H.S.). The zip code that made the list in FY 2012 but was not present in FY 2011 was 95112 (Downtown San Jose region). It should be noted that in FY 2011, two zip codes tied for 7<sup>th</sup> place (95148 and 95035); therefore, 11 zip codes are represented in the “top ten” list rather than ten.

**Table 8**

JJCPA Youth Customers Zip Codes FY 2012			JJCPA Youth Customers Zip Codes FY 2011		
Zip Code	Zip Codes with Most JJCPA Youth	Area	Zip Code	Zip Codes with Most JJCPA Youth	Area
95122	1	King/Ocala/Overfelt	95111	1	Andrew Hill/Edenvale
95111	2	Andrew Hill/Edenvale	95122	2	King/Ocala/Overfelt
95116	3	Mayfair	95116	3	Mayfair
95020	4	Gilroy	95127	4	Alum Rock/James Lick H.S.
95127	5	Alum Rock/James Lick H.S.	95020	5	Gilroy
95123	6	S. SJ/Oak Grove H.S.	95123	6	S. SJ/Oak Grove H.S.
95112	7	Downtown SJ	95148	7	Evergreen
			95035	7	Milpitas
95035	8	Milpitas	95037	8	Morgan Hill
95148	9	Evergreen	95121	9	Brigadoon/Silver Creek H.S.
94086	10	Sunnyvale	94086	10	Sunnyvale

CCPA compiled the zip codes with the most number of JJCPA youth customers for both FY 2012 and FY 2011. The first column lists the top ten zip codes. 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 youth in Aftercare during FY 2012 was 95122. The zip code with the most number of RJP youth was 95111. 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 each zip code table.

**Table 9**

Zip Codes with Most Number of JJCPA Youth, FY 2012 Year-End											
Zip Code	Aftercare		MAAC		RJP CDS & Mentoring		SES		Zip Codes with Most JJCPA Youth		Area
	Ranking	Count	Ranking	Count	Ranking	Count	Ranking	Count	Ranking	Total Count	
95122	1	14	1	148	2	354	3	16	1	532	King/Ocala/Overfelt
95111	5	8	5	70	1	355	2	17	2	450	Andrew Hill/Edenvale
95116	4	9	2	106	4	282	1	24	3	421	Mayfair
95020	7	6	4	76	3	305	1	24	4	411	Gilroy
95127	2	13	3	80	5	255	7	5	5	353	Alum Rock/James Lick H.S.
95123	6	7	6	64	6	230	5	9	6	310	S. SJ/Oak Grove H.S.
95112	7	6	3	80	7	211	6	7	7	304	Downtown San Jose
95035	8	3	7	43	9	167	4	10	7	223	Milpitas
95148	3	12	8	41	10	148	8	3	8	204	Evergreen
94086		0	9	9	8	176	8	3	9	188	Sunnyvale

**Table 10**

Zip Codes with Most Number of JJCPA Youth, FY 2011 Year-End											
Zip Code	Aftercare		MAAC		RJP CDS & Mentoring		SES		Zip Codes with Most JJCPA Youth		Area
	Ranking	Count	Ranking	Count	Ranking	Count	Ranking	Count	Ranking	Total Count	
95111	3	16	4	104	1	456	5	15	1	591	Andrew Hill/Edenvale
95122	1	32	3	110	2	421	2	24	2	587	King/Ocala/Overfelt
95116	2	17	1	126	4	347	1	37	3	527	Mayfair
95127	2	17	5	101	3	369	7	13	4	500	Alum Rock/James Lick H.S.
95020	4	15	2	112	5	343	3	22	5	492	Gilroy
95123	7	9	6	63	6	299	10	4	6	375	S. SJ/Oak Grove H.S.
95148	6	12	8	47	8	203	8	7	7	269	Evergreen
95035	9	3	9	38	7	214	6	14	7	269	Milpitas
95037	8	8	10	34	10	183	4	19	8	244	Morgan Hill
95121	5	14	7	58	11	146	7	13	9	231	Brigadoon/Silver Creek H.S.
94086	10	1	11	8	9	201	9	5	10	215	Sunnyvale

### **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.

The 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 thirteen **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 11**

<b>Asset Levels by Agency and Type of Asset, FY 2011 - FY 2012 Year-End</b>									
<b>Program</b>		<b>Asset Level</b>	<b>Total Asset Level</b>	<b>Asset Level</b>	<b>Total Asset Level</b>	<b>Risk Avoidance Assets</b>	<b>Protective Assets</b>	<b>Resiliency Assets</b>	<b>Social Attachment Assets</b>
		<b>FY 2012</b>	<b>FY 2011</b>	<b>FY 2011 - FY 2012</b>					
<b>Aftercare</b>	FLY	Low	63.9%	Low	75.5%	56.7%	69.5%	63.6%	80.8%
	AARS/Gardner	Low	74.2%	Medium	82.1%	67.2%	82.2%	71.2%	80.6%
	<b>Total Prgm.</b>	<b>Low</b>	<b>69.3%</b>	<b>Low</b>	<b>76.9%</b>	<b>62.2%</b>	<b>76.1%</b>	<b>67.5%</b>	<b>80.7%</b>
<b>MAAC</b>	AARS	Low	78.5%	Medium	81.5%	69.8%	86.5%	76.1%	83.4%
	CYO	Low	80.2%	Low	80.6%	75.7%	85.4%	77.8%	78.0%
	Catholic Charities	Low	80.5%	N/A	N/A	71.6%	86.6%	80.8%	84.4%
	FLY	Low	79.6%	Low	78.1%	71.1%	85.9%	79.3%	83.8%
	Gardner	Low	77.6%	Low	77.3%	74.1%	83.6%	75.2%	79.4%
	MACSA	Low	79.6%	Low	78.6%	72.1%	86.5%	78.1%	84.3%
	<b>Total Prgm.</b>	<b>Low</b>	<b>79.3%</b>	<b>Low</b>	<b>79.3%</b>	<b>72.3%</b>	<b>85.9%</b>	<b>77.8%</b>	<b>82.4%</b>
<b>RJP CDS</b>	ARCC, BWC, CHAC & CS	Low	79.4%	LOW	79.9%	81.9%	82.2%	75.1%	82.4%
	<b>Total Prgm.</b>	<b>Low</b>	<b>79.4%</b>	<b>Low</b>	<b>79.9%</b>	<b>81.9%</b>	<b>82.2%</b>	<b>75.1%</b>	<b>82.4%</b>
<b>RJP Mentoring</b>	CYO	Medium	83.2%	Low	80.5%	84.1%	88.4%	78.3%	86.2%
	MACSA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	<b>Total Prgm.</b>	<b>Medium</b>	<b>83.2%</b>	<b>Low</b>	<b>80.5%</b>	<b>84.1%</b>	<b>88.4%</b>	<b>78.3%</b>	<b>86.2%</b>
<b>SES</b>	Catholic Charities	Low	79.2%	Low	78.6%	74.7%	84.6%	77.5%	88.1%
	<b>Total Prgm.</b>	<b>Low</b>	<b>79.2%</b>	<b>Low</b>	<b>78.6%</b>	<b>74.7%</b>	<b>84.6%</b>	<b>77.5%</b>	<b>88.1%</b>
<b>JJCPA-Wide</b>		<b>Low</b>	<b>79.3%</b>	<b>Low</b>	<b>79.3%</b>	<b>74.4%</b>	<b>85.1%</b>	<b>77.1%</b>	<b>83.2%</b>

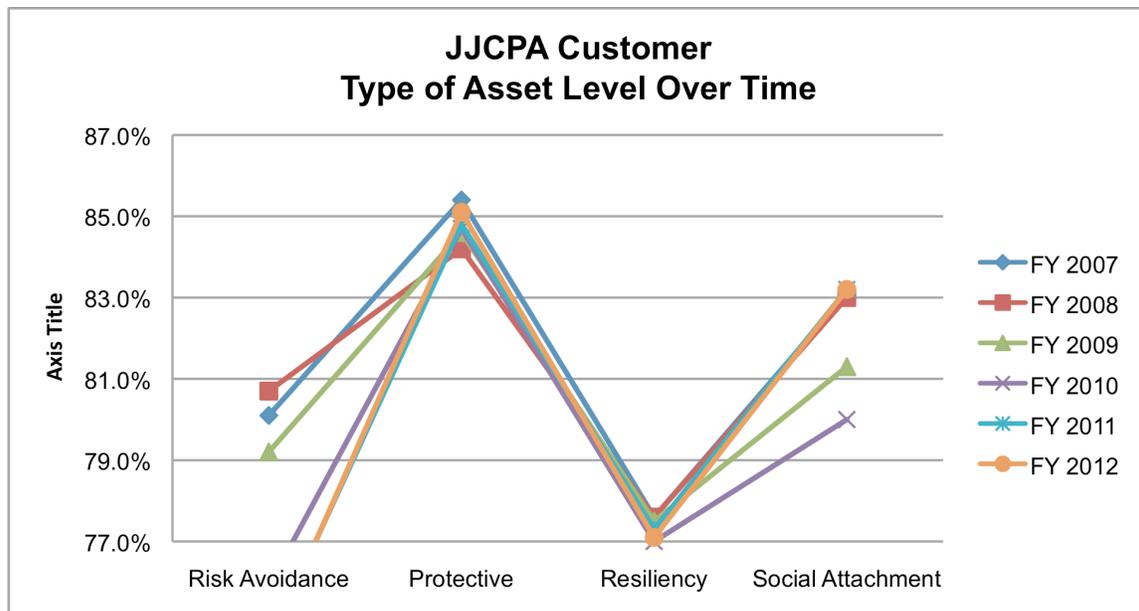
Table 12 shows the asset level by type of asset (risk avoidance, protective, resiliency, and social attachment) over time. JJCPA youth customers, over time, are demonstrating lower risk avoidance assets indicating that they are exposed to or involved in riskier activities. Overall, youth participating in the JJCPA programs indicate a relatively higher level of protective assets; there has been little change over time. Social attachment assets have changed minimally since FY 2007. 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 12**

JJCPA-Wide Asset Level by Type of Asset Over Time						
Asset Type	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Risk Avoidance	80.1%	80.7%	79.2%	75.9%	74.5%	74.4%
Protective	85.4%	84.2%	84.6%	84.7%	84.8%	85.1%
Resiliency	77.6%	77.6%	77.5%	77.0%	77.3%	77.1%
Social Attachment	83.1%	83.0%	81.3%	80.0%	83.2%	83.2%
<b>Total</b>	<b>81.1%</b>	<b>80.8%</b>	<b>80.5%</b>	<b>79.4%</b>	<b>79.3%</b>	<b>79.3%</b>

As illustrated below, risk avoidance assets have dropped over time and protective, resiliency and social attachment assets have remained minimally unchanged since FY 2007.

**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 61.4% growth in expectations during FY 2012, as rated by staff members. This represents an increase from FY 2011. This part of the survey did not apply to MAAC as indicated by XP. Participation level was rated on a five-point scale and overall, JJCPA youth had a 3.5 participation level in FY 2012; reflecting a slight decrease from FY 2011. Lastly, JJCPA programs connected youth customers to 1.1 additional caring and supportive adults in FY 2012 and 1.7 in FY 2011.

**Table 13**

<b>Staff-Rated Resiliency Variables, FY 2011 - FY 2012 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>FY 2012</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2011</b>
<b>Aftercare</b>	57.0%	94.4%	3.3	4.1	1.1	1.6
<b>MAAC</b>	XP	XP	3.3	3.5	0.9	1.8
<b>RJP CDS</b>	55.7%	43.1%	3.9	3.9	1.0	1.0
<b>RJP Mentoring</b>	67.9%	67.9%	4.5	NA	1.9	2.5
<b>SES</b>	93.5%	88.8%	4.3	4.5	4.2	2.7
<b>JJCPA-Wide</b>	<b>61.4%</b>	<b>56.1%</b>	<b>3.5</b>	<b>3.7</b>	<b>1.1</b>	<b>1.7</b>

NOTE: NA indicates no data available from program; XP indicates no data required.

### 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). The types of activities are categorized as follows:

- Outreach and Recruitment
- Intake, Assessment & Individual Service Plan
- Home/School Visits & Parent Contact
- Case Management, Support Contacts and Referrals
- Individual/Family Counseling/Rehab
- Transportation
- Field Trips, Outings & Community Service
- Group Workshops & Sessions

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

The first column lists the type of activity. The subsequent columns show each JJCPA program and the year of activity and the last column shows the total across all JJCPA programs, by year. For example, in FY 2012, 9% of total hours of direct service were provided for intake, assessment & individual service plan. The activity with the most number of hours of service is highlighted for each program.

**Table 14**

Percent of Units of Service Delivered, by JJCPA Activity and Program FY 2011 - FY 2012 Year-End										
Activity	Aftercare		MAAC		RJP		SES		Total	
	FY 2012	FY 2011								
Outreach & Recruitment	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%
Intake, Assessment & Individual Service Plan	10%	4%	0%	0%	24%	20%	4%	4%	9%	6%
Home/School Visit & Parent Contact	3%	1%	0%	0%	1%	0%	16%	11%	7%	4%
Case Management, Support Contacts & Referrals	45%	11%	0%	0%	5%	5%	33%	40%	17%	18%
Individual/Family Counseling/Rehab	16%	78%	6%	7%	10%	6%	0%	0%	6%	17%
Transportation	3%	1%	0%	0%	0%	0%	6%	7%	3%	3%
Field Trips, Outings & Community Service	13%	1%	0%	0%	0%	2%	17%	20%	8%	8%
Group Workshops & Sessions	11%	4%	94%	93%	59%	67%	25%	17%	51%	43%
<b>Total</b>	<b>100%</b>									

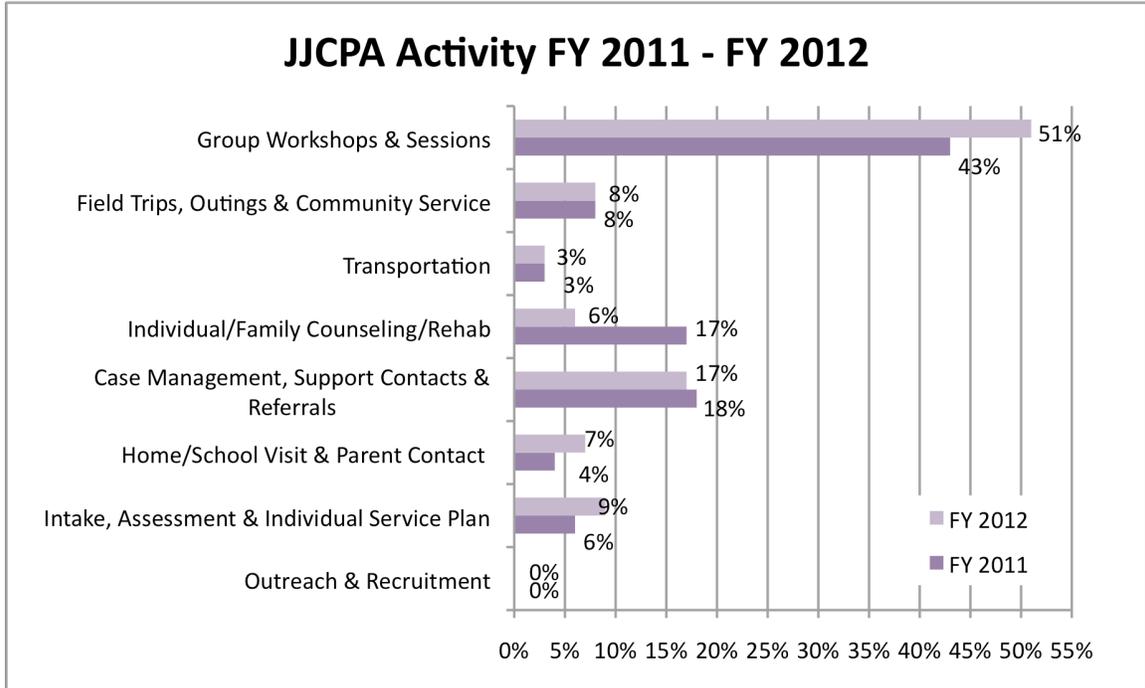
CCPA also compiled data on the units of service delivered by activity over time for all funded programs. The percentage of time spent on field trips, outings and community service has declined over time at a high of 26% in FY 2008 to a low of 8% in FY 2012. Time spent on group workshops and sessions has steadily increased from a low of 39% in FY 2008 to a high of 51% in FY 2012.

**Table 15**

<b>Percent of Units of Service Delivered by JJCPA Activity Over Time</b>					
<b>Activity</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
Outreach & Recruitment	1%	1%	1%	0%	0%
Intake, Assessment & Individual Service Plan	15%	7%	5%	6%	9%
Home/School Visit & Parent Contact	4%	6%	5%	4%	7%
Case Management, Support Contacts & Referrals	6%	14%	11%	18%	17%
Individual/Family Counseling/Rehab	9%	15%	15%	17%	6%
Transportation	0%	0%	2%	3%	3%
Field Trips, Outings & Community Service	26%	15%	15%	8%	8%
Group Workshops & Sessions	39%	41%	46%	43%	51%
*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 2012 and FY 2011. As the chart illustrates, group workshops/sessions is the largest category of services delivered followed by case management, support contacts and referrals. Outreach and recruitment activities were not conducted in FY 2012 and FY 2011.

**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 2012, JJCPA providers delivered 41,459 hours of direct service, which represents 77% of planned units of service overall. The actual units of service delivered during FY 2011 was 61,419 or 94% of planned service overall.

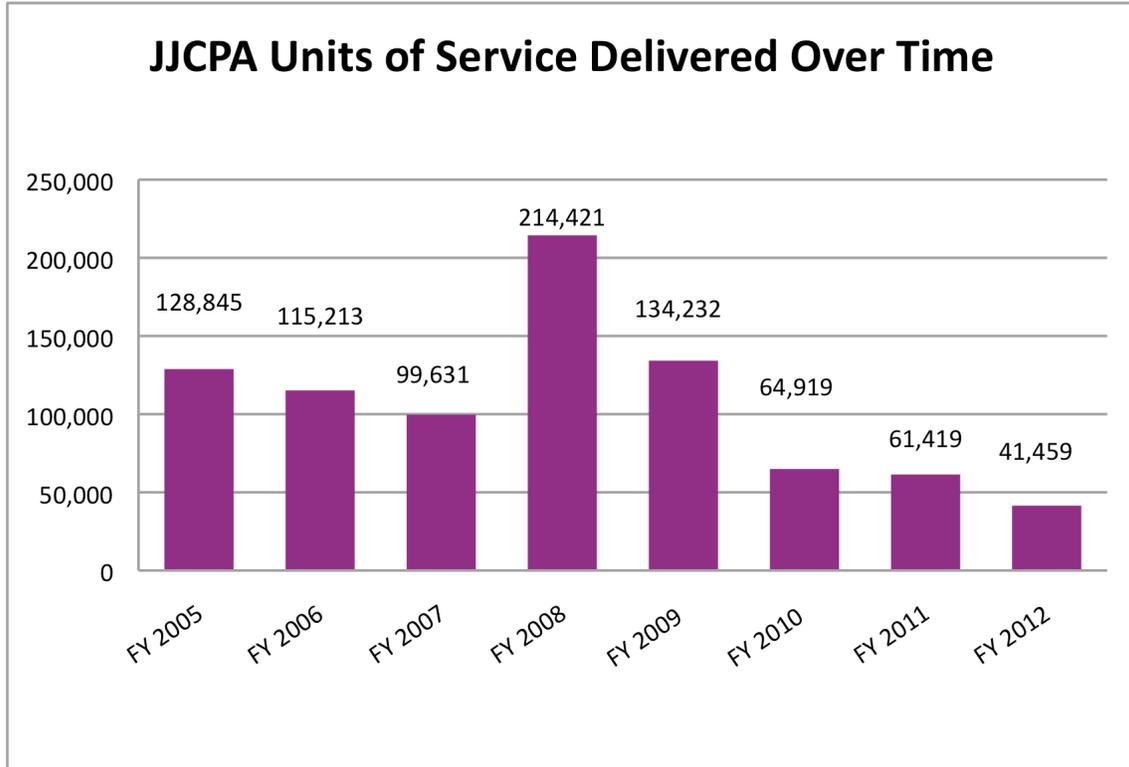
The Aftercare Program achieved only 49% of their planned units of service for FY 2012 as AARS only delivered 19% of their scope of work. RJP CDS achieved only 48% of their planned units of service and RJP Mentoring achieved 121% of their scope of work during FY 2012. MAAC fell short of achieving its planned units of service by 18% during the same time period. Finally, SES achieved 80% of their projected units of service.

**Table 16**

Units of Service Delivered, FY 2011 - FY 2012 Year-End							
Program	Agency	Planned UOS	Actual UOS Delivered	Percent of Planned UOS Delivered	Planned UOS	Actual UOS Delivered	Percent of Planned UOS Delivered
		FY 2012			FY 2011		
Aftercare	FLY	1,426	1,919	135%	1,426	2,065	145%
	Gardner/AARS	4,109	790	19%	6,866	9,059	132%
	<b>Total</b>	<b>5,535</b>	<b>2,709</b>	<b>49%</b>	<b>8,292</b>	<b>11,124</b>	<b>134%</b>
MAAC	AARS	1,570	1,106	70%	3,165	1,610	51%
	CYO	3,167	2,362	75%	4,796	4,347	91%
	Catholic Charities	1,570	1,480	94%	1,599	1,417	89%
	FLY	1,581	1,438	91%	3,197	2,991	94%
	Gardner	1,570	1,533	98%	3,197	1,497	47%
	MACSA	3,188	2,490	78%	3,197	2,927	92%
	<b>Total</b>	<b>12,646</b>	<b>10,409</b>	<b>82%</b>	<b>19,151</b>	<b>14,789</b>	<b>77%</b>
RJP CDS	ARCC, BWC, CHAC	8,750	4,201	48%	11,704	4,474	38%
	<b>Total</b>	<b>8,750</b>	<b>4,201</b>	<b>48%</b>	<b>11,704</b>	<b>4,474</b>	<b>38%</b>
RJP Mentoring	CYO	5,078	6,415	126%	4,462	7,363	165%
	MACSA	1,241	1,203	97%	1,241	819	66%
	<b>Total</b>	<b>6,319</b>	<b>7,618</b>	<b>121%</b>	<b>5,703</b>	<b>8,182</b>	<b>143%</b>
SES	Catholic Charities	20,543	16,521	80%	20,543	22,850	111%
	<b>Total</b>	<b>20,543</b>	<b>16,521</b>	<b>80%</b>	<b>20,543</b>	<b>22,850</b>	<b>111%</b>
<b>JJCPA-Wide Total</b>		<b>53,793</b>	<b>41,459</b>	<b>77%</b>	<b>65,393</b>	<b>61,419</b>	<b>94%</b>

The chart below illustrates that the JJCPA providers have decreased the hours of direct service over time. FY 2012 saw a decrease in the units of service from the previous year.

Chart 4



CCPA also conducted analysis on the cost per unit of service. JJCPA-wide, services were delivered at a \$22.42 cost per hour of direct service for FY 2012 and \$19.50 during FY 2011. 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 that provide counseling services may be expected to have higher costs. Generally, clinician-provided services are more costly than that of a community youth worker, for instance.

**Table 17**

<b>Cost Per Unit of Service, FY 2011 - FY 2012 Year-End</b>							
Program	Agency	Total UOS Delivered	JJCPA Funds Spent	Actual Cost Per Hour Total Funds	Total UOS Delivered	JJCPA Funds Spent	Actual Cost Per Hour Total Funds
		FY 2012			FY 2011		
Aftercare	FLY	1,919	\$38,123	\$19.87	2,065	\$38,123	\$18.46
	Gardner	790	\$69,071	\$87.43	9,059	\$130,113	\$14.36
	<b>Program-Wide</b>	<b>2,709</b>	<b>\$107,194</b>	<b>\$39.57</b>	<b>11,124</b>	<b>\$168,236</b>	<b>\$15.12</b>
MAAC	AARS	1,106	\$17,504	\$15.83	1,610	\$32,268	\$20.04
	CYO	2,363	\$28,731	\$12.16	4,347	\$59,797	\$13.76
	Catholic Charities	1,480	\$17,003	\$11.49	1,417	\$15,466	\$10.91
	FLY	1,438	\$19,932	\$13.86	2,991	\$35,224	\$11.78
	Gardner	1,533	\$18,506	\$12.07	1,497	\$24,330	\$16.25
	MACSA	2,490	\$36,775	\$14.77	2,927	\$37,619	\$12.85
	<b>Program-Wide</b>	<b>10,410</b>	<b>\$138,451</b>	<b>\$13.30</b>	<b>14,789</b>	<b>\$204,704</b>	<b>\$13.84</b>
RJP CDS	ARCC, BWC, CHAC & CS	4,201	\$130,719	\$31.12	4,474	\$280,439	\$62.68
	<b>Program-Wide</b>	<b>4,201</b>	<b>\$130,719</b>	<b>\$31.12</b>	<b>4,474</b>	<b>\$280,439</b>	<b>\$62.68</b>
RJP Mentoring	CYO	6,415	\$128,332	\$20.00	7,363	\$140,839	\$19.13
	MACSA	1,203	\$27,394	\$22.77	819	\$51,238	\$62.56
	<b>Program-Wide</b>	<b>7,618</b>	<b>\$155,726</b>	<b>\$20.44</b>	<b>8,182</b>	<b>\$192,077</b>	<b>\$23.48</b>
SES	Catholic Charities	16,521	\$397,338	\$24.05	22,850	\$352,347	\$15.42
	<b>Program-Wide</b>	<b>16,521</b>	<b>\$397,338</b>	<b>\$24.05</b>	<b>22,850</b>	<b>\$352,347</b>	<b>\$15.42</b>
<b>JJCPA-Wide</b>		<b>41,459</b>	<b>929,428</b>	<b>\$22.42</b>	<b>61,419</b>	<b>\$1,197,803</b>	<b>\$19.50</b>

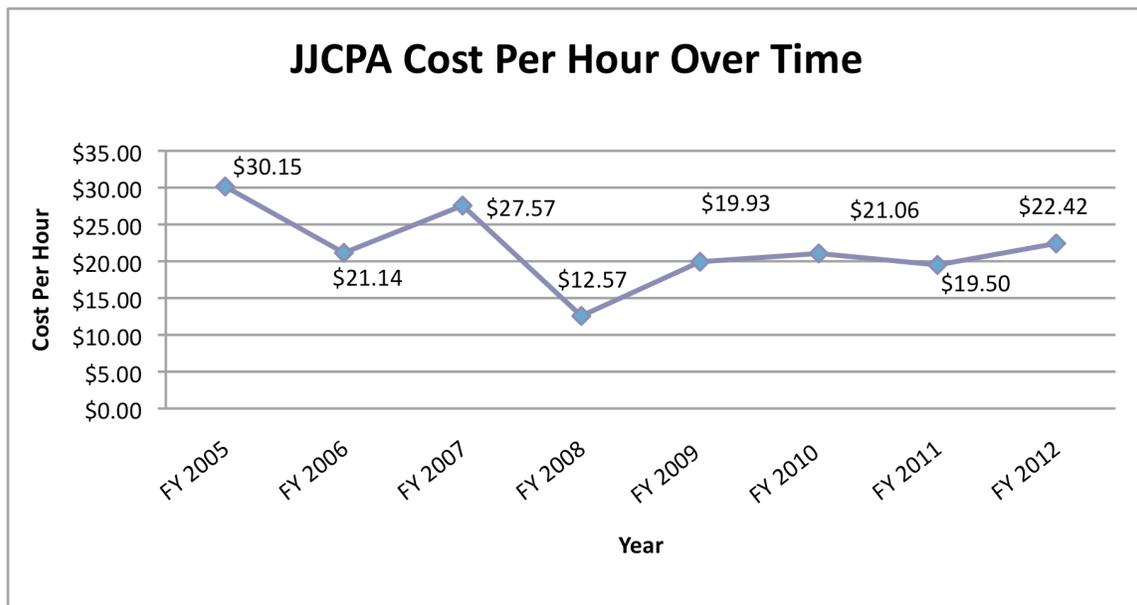
The table and chart below shows the cost per unit of service over time.

**Table 18**

<b>Units of Service Over Time</b>		
<b>Year</b>	<b>Units of Service Delivered</b>	<b>Cost per Unit of Service</b>
FY 2005	128,845	\$30.15
FY 2006	115,213	\$21.14
FY 2007	99,631	\$27.57
FY 2008	214,421	\$12.57
FY 2009	134,232	\$19.93
FY 2010	64,919	\$21.06
FY 2011	61,419	\$19.50
FY 2012	41,459	\$22.42

The cost per unit of service has decreased from a high of \$30.15 in FY 2005 to \$22.42 for FY 2012. This past year, the JJCPA-wide cost per hour saw a minimal increase.

**Chart 5**



## 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 6,000 surveys were collected between FY 2011 – FY 2012.

### 4.1 Customer Satisfaction

Youth and parent customers indicated a good satisfaction rating with program services, as reflected by the satisfaction scores of 82.9% and 87.6%, respectively, for FY 2012. 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)

Customer satisfaction is determined by customer responses to four questions about satisfaction with the services they received. The four questions are summarized into a score with ranges from 0% (low) to 100% (very high). 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 during FY 2012 while Support and Enhancement Services (SES) had the highest score for FY 2011.

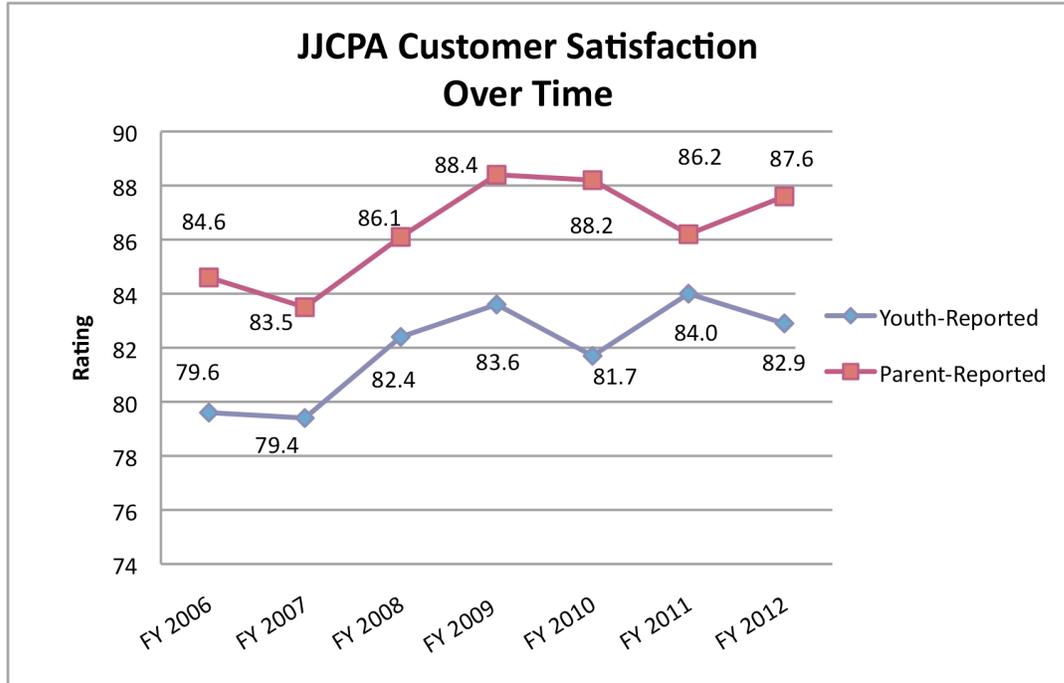
Table 19

JJCPA Customer Satisfaction By Program & Agency					
Program	Agency	Youth-Reported		Parent-Reported	
		FY 2012	FY 2011	FY 2012	FY 2011
Aftercare	FLY	97.4%	94.2%	97.4%	95.5%
	Gardner/AARS	63.4%	54.4%	83.3%	70.3%
	<b>Program-Wide</b>	<b>79.8%</b>	<b>75.9%</b>	<b>94.8%</b>	<b>84.9%</b>
MAAC	AARS	74.3%	NA	XP	XP
	CYO	86.8%	87.6%	XP	XP
	Catholic Charities	76.8%	NA	XP	XP
	FLY	89.3%	84.3%	XP	XP
	Gardner	84.0%	86.5%	XP	XP
	MACSA	87.9%	85.9%	XP	XP
	<b>Program-Wide</b>	<b>83.6%</b>	<b>85.9%</b>	<b>XP</b>	<b>XP</b>
RJP CDS	ARCC, BWC, CHAC & CS	80.8%	79.8%	85.6%	86.1%
	<b>Program-Wide</b>	<b>80.8%</b>	<b>79.8%</b>	<b>85.6%</b>	<b>86.1%</b>
RJP Mentoring	CYO	87.3%	83.1%	89.9%	84.7%
	MACSA	NA	90.3%	NA	99.4%
	<b>Program-Wide</b>	<b>87.3%</b>	<b>86.7%</b>	<b>89.9%</b>	<b>92.1%</b>
SES	Catholic Charities	70.4%	88.1%	85.3%	90.8%
	<b>Program-Wide</b>	<b>70.4%</b>	<b>88.1%</b>	<b>85.3%</b>	<b>90.8%</b>
<b>JJCPA-Wide</b>		<b>82.9%</b>	<b>84.0%</b>	<b>87.6%</b>	<b>86.2%</b>

NOTE: NA indicates no data available from program; XP indicates no data required.

The chart below illustrates that the youth customer satisfaction increased slightly from FY 2010 to FY 2011 and the parent customer satisfaction decreased minimally from FY 2011 to FY 2012.

**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.

These new behaviors and skills are grouped into a single score called Asset Development Service Productivity. In general, service

productivity is a measure that describes the change that happens to a customer due to JJCPA-funded services. A service is effective if the customer is “better off” due to his/her participation in the program. The Service Productivity score is the percent of targeted changes accomplished minus the percent missed. The score ranges from -100% to +100%. Grantees receive a score of 0% if a desired change “stayed the same” in their customer due to their services.

Overall, JJCPA-funded programs achieved a youth-reported developmental asset productivity score of 69.0%, representing an increasing trend from FY 2011. Parents and staff members reported a developmental asset productivity score of 79.7% and 82.2%, respectively, during FY 2012. The historical tendency of parents and staff observing more growth and change than youth customers continues with this year’s data on effectiveness.

The table below summarizes the results. During FY 2012, RJP Mentoring had the highest youth-rated and parent-rated developmental asset productivity score. **The two-year trend noted in the right-hand column is based on youth responses.**

**Table 20**

Developmental Asset Productivity, FY 2011 - FY 2012						
Program		Youth-Reported		Parent-Reported	Staff-Reported	Two-Year Youth Reported Trend
		FY 2012	FY 2011	FY 2012	FY 2012	FY 2011 - FY 2012
Aftercare	FLY	89.0%	81.1%	87.9%	98.9%	↘
	Gardner/AARS	21.4%	47.1%	86.7%	64.9%	
	<b>Program-Wide</b>	<b>54.0%</b>	<b>66.0%</b>	<b>87.7%</b>	<b>75.2%</b>	
MAAC	AARS	XP	XP	XP	XP	XP
	CYO					
	Catholic Charities					
	FLY					
	Gardner					
	MACSA					
<b>Program-Wide</b>						
RJP CDS	ARCC, BWC, CHAC & CS	59.8%	56.9%	71.8%	76.5%	↗
	<b>Program-Wide</b>	<b>59.8%</b>	<b>56.9%</b>	<b>71.8%</b>	<b>76.5%</b>	
RJP Mentoring	CYO	85.1%	91.5%	94.0%	97.4%	↘
	MACSA	NA	78.9%	NA	NA	
	<b>Program-Wide</b>	<b>85.1%</b>	<b>82.0%</b>	<b>94.0%</b>	<b>97.4%</b>	
SES	Catholic Charities	75.8%	73.5%	69.5%	95.2%	↗
	<b>Program-Wide</b>	<b>75.8%</b>	<b>73.5%</b>	<b>69.5%</b>	<b>95.2%</b>	
<b>JJCPA-Wide</b>		<b>69.0%</b>	<b>65.6%</b>	<b>79.7%</b>	<b>82.2%</b>	↗

NOTE: NA indicates no data available from program; XP indicates no data required. Due to the time limitations that CBO program staff are able to interact with MAAC youth customers, providers are exempt from having to measure youth developmental assets; rather, they measure program-specific, targeted changes in youths' knowledge, skills, attitudes and behaviors.

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

In addition to developmental asset productivity, JJCPA-funded programs measure productivity related to program-specific skills and behaviors. To do this, JJCPA-funded programs develop specific questions that are tailored to their unique program design to measure targeted changes in specific new skills and behaviors as a result of their services. As a result, different questionnaires were constructed to measure the service productivity of the unique services provided by JJCPA-funded grantees.

Program-specific questions, can include, but are not limited to the following categories:

- Violence prevention and avoidance behaviors and skills
- Risk avoidance skills
- School and academic behaviors and skills
- Anger management skills
- Relationship behaviors and skills
- Personal development behaviors and skills
- Leadership behaviors and skills
- Health and wellness behaviors and skills
- Community involvement and cultural appreciation behaviors and skills
- Work behaviors and skills

Youth reported a program-specific productivity score of 71.6%, while parents and staff reported scores of 84.1% and 75.4% respectively, for FY 2012. Program-specific 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 and 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 no change in the two-year trend in this area. RJP Mentoring had the highest program-specific productivity score for FY 2012.

Table 21

Program-Specific Productivity Ratings, FY 2011 - FY 2012						
Program		Youth-Reported		Parent-Reported	Staff-Reported	Two-Year Youth Reported Trend
		FY 2012	FY 2011	FY 2012	FY 2012	FY 2011 - FY 2012
Aftercare	FLY	96.6%	93.0%	92.8%	100.0%	↘
	Gardner/AARS	14.5%	55.7%	77.8%	64.1%	
	<b>Program-Wide</b>	<b>54.0%</b>	<b>76.4%</b>	<b>90.0%</b>	<b>74.9%</b>	
MAAC	AARS	60.3%	NA	XP	90.1%	↘
	CYO	68.5%	76.6%		78.3%	
	Catholic Charities	56.2%	NA		NA	
	FLY	80.9%	72.2%		NA	
	Gardner	76.2%	70.0%		82.1%	
	MACSA	78.4%	69.4%		47.2%	
	<b>Program-Wide</b>	<b>70.9%</b>	<b>72.8%</b>		<b>70.9%</b>	
RJP CDS	ARCC, BWC, CHAC & CS	66.5%	63.9%	77.7%	79.0%	↗
	<b>Program-Wide</b>	<b>66.5%</b>	<b>63.9%</b>	<b>77.7%</b>	<b>79.0%</b>	
RJP Mentoring	CYO	95.0%	84.3%	97.6%	96.8%	↗
	MACSA	NA	82.9%	NA	NA	
	<b>Program-Wide</b>	<b>95.0%</b>	<b>83.6%</b>	<b>97.6%</b>	<b>96.8%</b>	
SES	Catholic Charities	66.7%	73.6%	61.8%	93.1%	↘
	<b>Program-Wide</b>	<b>66.7%</b>	<b>73.6%</b>	<b>61.8%</b>	<b>93.1%</b>	
<b>JJCPA-Wide</b>		<b>71.6%</b>	<b>71.1%</b>	<b>84.1%</b>	<b>75.4%</b>	↗

NOTE: NA indicates no data available from program; XP indicates no data required.

## 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 Coordinating Council (JJCC).

Aftercare local outcome data is based on the results from youth participating in AARS 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 three out of the five local outcome measurements for FY 2012.

MAAC achieved all three of their local outcomes for FY 2012. 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 2012.

Table 22

JJCPA Local Outcomes FY 2012		
Program	Goal	Actual FY 2012
<b>Aftercare</b>	70% of youth will report improved communication.	44%
	70% of parents will report improvement in their child's communication skills.	89%
	70% of youth will indicate an improvement in their ability to not re-offend	64%
	70% of parents will indicate an improvement in their child's ability to not re-offend	90%
	60% of youth will successfully complete the ten-week initial aftercare period.	68%
<b>Multi-Agency Assessment Center</b>	70% of youth will have an assessment completed within the first five days.	88%
	70% of youth will have a case plan within 10 days of admission to Juvenile Hall.	99%
	70% of youth will receive mental health, education, substance abuse, and risk classification assessments within 30 days.	77%
<b>Support and Enhancement Services</b>	50% of parents will indicate an improvement in their child's school attendance.	70%
	70% of youth will indicate an improvement in their ability to make good choices.	75%
	70% of parents will indicate an improvement in their child's ability to make good choices.	60%
<b>Restorative Justice Program</b>	70% of youth will report an increase in their understanding of the impact of his/her behavior on others	70%
	70% of parents will report an increase in their child's understanding of the impact of his/her behavior on others.	80%

## 6 Program Summaries

The following section contains a brief summary for each of the JJCPA-funded programs. A Logic Model At-a-Glance follows a brief description of each program for both FY 2012 and FY 2011.

### 6.1 Aftercare Services

#### Overview

The Aftercare Services is a highly structured, six-month, 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 to: (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. Multi-disciplinary professionals provide a range of services and create a transition plan before youth are released.

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 Asian American Recovery Services, FLY and Gardner were included in this report as they are funded by JJCPA.

#### Primary Providers

- Probation Department
- Department of Alcohol and Drug Services
- Community-Based Service Providers:
  - Gardner Family Care Corporation
- 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 the Department of Mental Health (MH), the Department of Alcohol and Drug Services, Pathway Society, Inc., an 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, though not funded by JJCPA, 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/her family; conducts any necessary assessments; and meets with the youth and his/her 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. Though not funded by JJCPA, 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 the transition plan, and maintains primary oversight of the case. While supervision and services from all partners is critical, the Probation Community Worker, though not funded by JJCPA, 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 and Probation Community Worker though not funded by JJCPA, work with the Probation Officer and 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/her 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/her 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 3**

JJCPA Performance Logic Model Evaluation System							
Performance Accountability Term	Logic Model Term	Evaluation Question	Answers to Evaluation Questions Aftercare Services FY 2012				
Effort	Inputs	How much was spent on services?	<b>Other Funding</b>		<b>Other Funding Spent</b>		
			\$108,123		\$107,194		
			<b>AARS</b>	<b>FLY</b>	<b>AARS</b>	<b>FLY</b>	
			\$70,000	\$38,123	\$69,071	\$38,123	
	Customers	Who are the youth customers?	<b>Gender</b>	Female = 11%; Male = 89%		Asset Level = Low	
			<b>Ethnicity</b>	African American = 7%		Asian/Pacific Islander = 9%	Latino = 71%
				Multi-Racial/Native American/Other = 2%		White = 11%	Unknown = 0%
			<b>Age</b>	Up to 11 years = 0%		12 - 15 years = 7%	
	16+ years old = 93%						
	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%			10%	3%	45%		
<b>Individual/Family Counseling</b>			<b>Transportation</b>	<b>Field Trips, Outings &amp; Community Service</b>	<b>Group Workshops &amp; Sessions</b>		
16%			3%	13%	11%		
Output	How much service was provided?	2,709 units of service were provided in FY 2012. 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 \$39.57.					
Effect	Customer Satisfaction	Were the youth and parent customers satisfied with services?	<b>Average Satisfaction of Youth</b>		<b>Average Satisfaction of Parents</b>		
			79.8%		94.8%		
	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	54.0%	54.0%		
			Parent-Rated	87.7%	90.0%		
Staff-Rated	75.2%	74.9%					

In FY 2012, \$108,123 from other funding was used to supplement the Aftercare program through contracts with Asian American Recovery Services and Fresh Lifelines for Youth.

**Graphic 4**

JJCPA Performance Logic Model Evaluation System							
Performance Accountability Term	Logic Model Term	Evaluation Question	Answers to Evaluation Questions Aftercare Services FY 2011				
Effort	Inputs	How much was spent on services?	Annual JJCPA Funding		JJCPA Funds Spent		
			\$168,236		\$168,236		
			Gardner	FLY	Gardner	FLY	
			\$130,113	\$38,123	\$130,113	\$38,123	
	Customers	Who are the youth customers?	Gender	Female = 13%; Male = 87%		Asset Level = Low	
			Ethnicity	African American = 8%	Asian/Pacific Islander = 6%	Latino = 79%	
				Multi-Racial/Native American/Other = 0%	White = 7%	Unknown = 0%	
			Age	Up to 11 years = 0%	12 - 15 years = 6%	Unknown = 0%	
	16+ years old = 94%						
	Strategies	What service strategies are being conducted?	Outreach & Recruitment	Intake, Assessment & ISP	Home/School Visit, Parent Contact	Case Management, Support Contacts & Referrals	
			0%	4%	1%	11%	
			Individual/Family Counseling	Transportation	Field Trips, Outings & Community Service	Group Workshops & Sessions	
78%			1%	1%	4%		
Output	How much service was provided?	11,124 units of service were provided in FY 2011. 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 \$15.12.					
Effect	Customer Satisfaction	Were the youth and parent customers satisfied with services?	Average Satisfaction of Youth		Average Satisfaction of Parents		
			75.9%		84.9%		
	Service Productivity	Were services effective in producing a change for the better in customers?	Respondent	Asset Development	Program-Specific		
			Youth-Rated	66.0%	76.4%		
			Parent-Rated	82.0%	92.5%		
Staff-Rated	87.1%	91.4%					

## **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 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 of Juvenile Hall and make every effort to connect with the youth so that when the youth returns to his/her family and community, they can continue providing services.

### **Primary Partners**

- Probation Department
- Department of Mental Health
- Department of Alcohol and Drug Services
- Community-Based Service Providers:
  - Asian American Recovery Services
  - California Youth Outreach
  - Catholic Charities of Santa Clara County
  - Fresh Lifelines for Youth
  - 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 does the medical screening. Drug and alcohol-related testing takes place 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 5**

JJCPA Performance Logic Model Evaluation System							
Performance Accountability Term	Logic Model Term	Evaluation Question	Answers to Evaluation Questions Multi-Agency Assessment Center Program FY 2012 Year-End				
Effort	Inputs	How much was spent on services?	Annual JJCPA Funding - \$159,458				
			\$19,932 - AARS	\$39,865-CYO	\$19,932 - CC	\$19,932 - FLY	
			\$19,932 - Gardner		\$39,865 - MACSA		
			JJCPA Funds Spent - 138,450				
			\$17,504 - AARS	\$28,731-CYO	\$17,003 - CC	\$19,932 - FLY	
	\$18,506 - Gardner		\$36,775 - MACSA				
	Customers	Who are the youth customers? (All MAAC Customers)	<b>Gender</b>	Female = 16%; Male = 84%		Asset Level = Low	
			<b>Ethnicity</b>	African American = 8%	Asian/Pacific Islander = 4%	Latino = 73%	
				Multi-Racial/Native American/Other = 3%	White = 12%	Unknown = 0%	
			<b>Age</b>	Up to 11 years = 0%	12 - 15 years = 22%	Unknown = 0%	
	16+ years old = 78%						
	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?	10,410 units of service were provided in FY 2012. 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 \$13.30.					
Effect	Customer Satisfaction	Were the youth and parent customers satisfied with services?	<b>Average Satisfaction of Youth</b>		<b>Average Satisfaction of Parents</b>		
			83.6%		XP		
	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	XP	70.9%		
			Parent-Rated	XP	XP		
		Staff-Rated	XP	70.9%			

NOTE: NA indicates no data available from program; XP indicates no data required.

**Graphic 6**

JJCPA Performance Logic Model Evaluation System							
Performance Accountability Term	Logic Model Term	Evaluation Question	Answers to Evaluation Questions Multi-Agency Assessment Center Program FY 2011 Year-End				
Effort	Inputs	How much was spent on services?	<b>Annual JJCPA Funding - \$205,020</b>				
			\$32,336 - AARS	\$59,797-CYO	\$15,466 - CC	\$35,224 - FLY	
			\$24,330 - Gardner		\$37,867 - MACSA		
			<b>JJCPA Funds Spent - \$204,704</b>				
			\$32,336 - AARS	\$59,797-CYO	\$15,466 - CC	\$35,224 - FLY	
			\$24,330 - Gardner		\$37,619 - MACSA		
	Customers	Who are the youth customers? (All MAAC Customers)	<b>Gender</b>	Female = 18%; Male = 82%		Asset Level = Low	
			<b>Ethnicity</b>	African American = 9%	Asian/Pacific Islander = 6%	Latino = 73%	
				Multi-Racial/Native American/Other = 2%	White = 11%	Unknown = 0%	
			<b>Age</b>	Up to 11 years = 0%	12 - 15 years = 23%	Unknown = 0%	
	16+ years old = 77%						
	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>	
		7%	0%	0%	93%		
Output	How much service was provided?	14,789 units of service were provided in FY 2011. 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 \$13.84.					
Effect	Customer Satisfaction	Were the youth and parent customers satisfied with services?	<b>Average Satisfaction of Youth</b>		<b>Average Satisfaction of Parents</b>		
			85.9%		XP		
	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	XP	72.8%		
			Parent-Rated	XP	XP		
		Staff-Rated	XP	77.6%			

NOTE: NA indicates no data available from program; XP indicates no data required.

## **6.3 Restorative Justice Program**

### **Overview**

The re-designed Restorative Justice Program targets early offenders with the goal of preventing further penetration into the juvenile justice system, or re-offending. 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. Service needs address all four key life domains (personal, family, school and community) 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.

Beginning Fiscal Year 2005, a mentoring component was made available for youth who were identified as needing additional services and could benefit by being connected with a caring, adult role model from the community.

### **Primary Partners**

- CDS Community-Based Service Providers:
  - Alum Rock Counseling Center
  - Bill Wilson Center
  - CHAC
  - Community Solutions
- Mentoring Program Community-Based Service Providers
  - California Youth Outreach
  - MACSA
- Probation Department

### **Program Approach**

The goal of the Mentoring component 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.

**Graphic 7**

JJCPA Performance Logic Model Evaluation System							
Performance Accountability Term	Logic Model Term	Evaluation Question	Answers to Evaluation Questions Restorative Justice Program FY 2012				
Effort	Inputs	How much was spent on services?	Annual JJCPA Funding - \$290,827		JJCPA Funds Spent - \$286,445		
			CDS	Mentoring	CDS	Mentoring	
			\$134,325	\$156,502	\$130,719	\$155,726	
	Customers	Who are the youth customers?	Gender	Female = 32%; Male = 68%		Asset Level = Low	
			Ethnicity	African American = 8%	Asian/Pacific Islander = 10%	Latino = 60%	
				White = 19%	Multi-Racial/Native American/Other = 4%	Unknown = 0%	
			Age	Up to 11 years = 2%	12 - 15 years = 51%	Unknown = 0%	
	16+ years old = 47%						
	Strategies	What service strategies are being conducted?	Outreach & Recruitment	Intake, Assessment & ISP	Home/School Visit, Parent Contact	Case Management, Support Contacts & Referrals	
			1%	24%	1%	5%	
Individual/Family Counseling			Transportation	Field Trips, Outings & Community Service	Group Workshops & Sessions		
10%	0%	0%	59%				
Output	How much service was provided?	4,201 units of service were provided in FY 2012 by the CDS providers and 7,618 by the Mentoring Program providers, for a total of 11,819 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 \$31.12 for CDS services and \$20.44 for Mentoring services. The cost per unit of service for both CDS and Mentoring services was \$24.24.					
Effect	Customer Satisfaction	Were the youth and parent customers satisfied with services?	Average Satisfaction of Youth		Average Satisfaction of Parents		
			CDS	Mentoring	CDS	Mentoring	
			80.8%	87.3%	85.6%	89.9%	
	Service Productivity	Were services effective in producing a change for the better in customers?	Respondent	Asset Development		Program-Specific	
				CDS	Mentoring	CDS	Mentoring
			Youth-Rated	59.8%	91.5%	66.5%	95.0%
Parent-Rated			71.8%	94.0%	80.3%	88.0%	
Staff-Rated	76.5%	97.4%	79.0%	96.8%			

Graphic 8

JJCPA Performance Logic Model Evaluation System							
Performance Accountability Term	Logic Model Term	Evaluation Question	Answers to Evaluation Questions Restorative Justice Program FY 2011				
Effort	Inputs	How much was spent on services?	Annual JJCPA Funding - \$472,554		JJCPA Funds Spent - \$472,516		
			CDS	Mentoring	CDS	Mentoring	
			\$280,439	\$192,115	\$280,439	\$192,077	
	Customers	Who are the youth customers?	Gender	Female = 31%; Male = 69%		Asset Level = Low	
			Ethnicity	African American = 7%	Asian/Pacific Islander = 9%	Latino = 60%	
				White = 20%	Multi-Racial/Native American/Other = 3%	Unknown = 0%	
			Age	Up to 11 years = 3%	12 - 15 years = 54%	Unknown = 0%	
	16+ years old = 43%						
	Strategies	What service strategies are being conducted?	Outreach & Recruitment	Intake, Assessment & ISP	Home/School Visit, Parent Contact	Case Management, Support Contacts & Referrals	
			0%	20%	0%	5%	
			Individual/Family Counseling	Transportation	Field Trips, Outings & Community Service	Group Workshops & Sessions	
6%			0%	2%	67%		
Output	How much service was provided?	4,474 units of service were provided in FY 2011 by the CDS providers and 8,812 by the Mentoring Program providers, for a total of 12,656 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 \$62.68 for CDS services and \$23.48 for Mentoring services. The cost per unit of service for both CDS and Mentoring services was \$37.34.					
Effect	Customer Satisfaction	Were the youth and parent customers satisfied with services?	Average Satisfaction of Youth		Average Satisfaction of Parents		
			CDS	Mentoring	CDS	Mentoring	
			79.8%	83.1%	86.1%	89.0%	
	Service Productivity	Were services effective in producing a change for the better in customers?	Respondent	Asset Development		Program-Specific	
				CDS	Mentoring	CDS	Mentoring
			Youth-Rated	56.9%	85.1%	63.9%	84.3%
			Parent-Rated	72.6%	86.3%	80.3%	88.0%
Staff-Rated	70.5%	93.1%	78.1%	97.0%			

## **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.

### **Primary Partners**

- Community-Based Service Providers:  
Catholic Charities of Santa Clara County
- Probation Department

### **Program Approach**

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 increase 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 staff 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.

Graphic 9

JJCPA Performance Logic Model Evaluation System							
Performance Accountability Term	Logic Model Term	Evaluation Question	Answers to Evaluation Questions Support and Enhancement Services Program FY 2012 Year-End				
Effort	Inputs	How much was spent on services?	<b>Annual JJCPA Funding</b>		<b>JJCPA Funds Spent</b>		
			\$408,749		\$397,338		
	Customers	Who are the youth customers?	<b>Gender</b>	Female = 16%; Male = 84%		Asset Level = Low	
			<b>Ethnicity</b>	African American = 7%	Asian/Pacific Islander = 5%	Latino = 80%	
				Multi-Racial/Native American/Other = 3%	White = 6%	Unknown = 0%	
			<b>Age</b>	Up to 11 years = 0%	12 - 15 years = 21%	Unknown = 0%	
	16+ years old = 79%						
	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%	4%	16%	33%	
			<b>Individual/Family Counseling</b>	<b>Transportation</b>	<b>Field Trips, Outings &amp; Community Service</b>	<b>Group Workshops &amp; Sessions</b>	
		0%	6%	17%	25%		
Output	How much service was provided?	16,521 units of service were provided in FY 2012. 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 \$24.05.					
Effect	Customer Satisfaction	Were the youth and parent customers satisfied with services?	<b>Average Satisfaction of Youth</b>		<b>Average Satisfaction of Parents</b>		
			70.4%		87.6%		
	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	73.5%	66.7%		
			Parent-Rated	69.5%	61.8%		
		Staff-Rated	95.2%	93.1%			

Graphic 10

JJCPA Performance Logic Model Evaluation System						
Performance Accountability Term	Logic Model Term	Evaluation Question	Answers to Evaluation Questions Support and Enhancement Services Program FY 2011 Year-End			
Effort	Inputs	How much was spent on services?	<b>Annual JJCPA Funding</b>		<b>JJCPA Funds Spent</b>	
			\$352,515		\$352,347	
	Customers	Who are the youth customers?	<b>Gender</b>	Female = 16%; Male = 84%		Asset Level = Low
			<b>Ethnicity</b>	African American = 7%	Asian/Pacific Islander = 9%	Latino = 63%
				Multi-Racial/Native American/Other = 3%	White = 17%	Unknown = 0%
			<b>Age</b>	Up to 11 years = 0%	12 - 15 years = 28%	Unknown = 0%
	16+ years old = 71%					
	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%	4%	11%	40%
			<b>Individual/Family Counseling</b>	<b>Transportation</b>	<b>Field Trips, Outings &amp; Community Service</b>	<b>Group Workshops &amp; Sessions</b>
0%			7%	20%	17%	
Output	How much service was provided?	22,850 units of service were provided in FY 2011. 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 \$15.42.				
Effect	Customer Satisfaction	Were the youth and parent customers satisfied with services?	<b>Average Satisfaction of Youth</b>		<b>Average Satisfaction of Parents</b>	
			88.1%		90.8%	
	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	75.8%	71.7%	
			Parent-Rated	77.3%	82.8%	
Staff-Rated	91.5%	79.9%				

## 7 Appendix

### 7.1 Surveys Submitted, FY 2011 – FY 2012

Table 23

Number of Surveys Submitted, FY 2011 - FY 2012										
Program	RPRA		Youth Survey		Parent Survey		Staff Survey		Total	
	FY 2012	FY 2011	FY 2012	FY 2011	FY 2012	FY 2011	FY 2012	FY 2011	FY 2012	FY 2011
Aftercare	27	83	27	37	16	19	44	21	114	160
MAAC	601	635	431	590	0	0	431	630	1,463	1,855
RJP CDS	129	234	126	229	120	213	134	245	509	921
RJP Mentoring	64	90	65	92	63	92	54	90	246	364
SES	95	149	20	64	10	38	18	53	143	304
<b>JJCPA-Wide</b>	<b>916</b>	<b>1,191</b>	<b>669</b>	<b>1,012</b>	<b>209</b>	<b>362</b>	<b>681</b>	<b>1,039</b>	<b>2,475</b>	<b>3,604</b>