

JUVENILE JUSTICE CRIME
PREVENTION ACT
PROGRAM EVALUATION
FISCAL YEAR 2007-08



COUNTY OF SANTA CLARA

AFTERCARE PROGRAM
MULTI-AGENCY ASSESSMENT CENTER
ENHANCED SERVICES FOR HIGH-RISK PROBATIONERS
RESTORATIVE JUSTICE PROGRAM
SUPPORT AND ENHANCED SERVICES
TRUANCY REDUCTION SERVICES

Prepared by Community Crime Prevention Associates, November 2008

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ACKNOWLEDGMENTS

Community Crime Prevention Associates (CCPA) commends the Santa Clara County Board of Supervisors and Santa Clara County Juvenile Justice Coordinating Council, all participating county departments and community based organizations and their employees for their continued efforts to improve the lives of needy youth and their families.

CCPA is especially grateful for the staff of the JJCPA-funded service providers. The staff members demonstrated a willingness to participate in the evaluation process and continue to dedicate themselves to serving Santa Clara County's most vulnerable children and youth.

CCPA extends its deepest appreciation to the Probation Department's Donald Casillas, who as the only JJCPA analyst worked above and beyond to assist us in completing this report.

Finally, we wish a fond farewell to Supervisor Blanca Alvarado. As an original member of the Juvenile Justice Coordinating Council, we will miss her strong leadership and presence in the juvenile justice field.

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EXECUTIVE SUMMARY

INTRODUCTION

The Evaluation Report for Fiscal Year 2007-2008 is the seventh program year for the State of California's Juvenile Justice Crime Prevention Act (JJCPA) allocation to Santa Clara County.

In addition to the Aftercare Program, Multi-Agency Assessment Center (MAAC), Restorative Justice and Truancy Reduction Services programs, two new JJCPA programs commenced services, Enhanced Services for High-Risk Probationers (ESP) and Support and Enhancement Services (SES). The two new programs are a part of a multi-year effort by Probation to realign JJCPA programs consistent with the County's focus on providing a full continuum of services, targeting criminogenic factors, and providing appropriate sanctions based on an assessment of the youths risk and need. These enhanced services were implemented to address the identified gap in services to counter anti-social behavior and to build competencies for youth who are high-risk and out-of-custody and subject to high rates of recidivism.

The Probation Department administered \$5.9 million from the State to its County partners and to thirteen community-based organizations. The following departments and community providers receive JJCPA funds:

County of Santa Clara

- Department of Alcohol and Drug Services
- Probation Department
- Mental Health Department

Community-Based Providers

- Alum Rock Counseling Center
- Asian American Recovery Services
- Bill Wilson Center
- California Youth Outreach
- Catholic Charities
- Community Solutions
- Community Health Awareness Council
- Friends Outside
- Fresh Lifelines for Youth
- Gardner Family Care Corporation
- Mexican American Community Services Agency
- Rebekah Children's Services
- Starlight

JJCPA-WIDE RECOMMENDATION

CCPA seeks to call out one recommendation that the Probation Department and the Juvenile Justice Coordinating Council should explore in future funding cycles. **CCPA recommends that Probation Department and community-based organization work together to advocate with education, community foundations and the philanthropic community to explore creative ways to fund transportation services specifically to link at-risk and probation youth to services.**

Inability of clients to access programs, either due to lack of money for transportation purposes, due to the distance of the program, or due to the burden on the provider to utilize funding to provide the transportation, leads to further program failure and recidivism. Enrolling probation youth in school or job placements is an ongoing issue. For many probation youth, the school closest to home is no longer available to them so they have to travel further to attend school, placing even greater obstacles on their attendance which is so crucial to future success. Clients' inability to afford monthly bus passes is a deterrent for youth to travel the distance necessary for their school success.

Year after year, JJCPA funding is reduced by the State. Santa Clara County struggles to maintain a balance between funding community-based organizations and Probation staff in ways that meets the expanding needs of our youth with the JJCPA grant. Additionally, with the increasing burden on the general fund, there must be greater attention to partnerships in the private and philanthropic community to leverage JJCPA funds. Additionally, there should not be an expectation that community-based providers dip into existing program funding to purchase VTA bus passes or their own vans to transport youth. **Creative ways to fund transportation of youth is an important issue to explore more closely.**

PROGRAM RECOMMENDATIONS

AFTERCARE SERVICES

The Probation Department should:

1. Continue to work towards solutions aimed at ensuring that youth are linked to services upon release into the community. Discussions with the Mental Health Department to find available slots for youth in MIOCR-funded agencies did not produced results. The Probation Department should be applauded for their recent decision to utilize other resources if MIOCR services are unavailable. As an example, of the underutilization of other available services, Gardner served 116 youth in FY 2006 – 07 and only served 71 youth in FY 2007 - 08.
2. Provide Gardner, Starlight, Community Solutions access to youth and families earlier in process when the youth are still in custody, so engagement can take place in an effort to have families buy-in to the services. Families must agree to participate which has been challenging for

the providers especially with Juvenile Hall families who are not involved in a rehabilitative model like the Enhanced Ranch Program.

3. Continue to allow the needs of the youth to drive the referral for services, not the funding stream during the MDT process.
4. Explore the idea of having the same providers that are providing drug, alcohol, and mental health services inside the Ranches, provide the community-based services. This might be helpful in making those necessary linkages upon release easier.

The Community-based Partners should:

5. Seek continued guidance and training on how to develop parent/family engagement strategies in a culturally competent approach.
6. Work with Probation to utilize the contract monitoring system to continuously track and improve the program.

MULTI-AGENCY ASSESSMENT CENTER

The Probation Department should:

1. Continue to support CBO staff in communicating with Juvenile Hall unit staff to ensure timely access to youth when tensions flare.
2. Consider reviewing its policy that MAAC workshops are accessible only to those youth whose behavior is acceptable to attend. Instead of considering the workshops as 'rewards' and only available to those on certain behavior modification belt levels, review whether those youth whose behavior is not acceptable and perhaps not conducive to a productive group workshop might be in need of some other contact with the community-based provider via the one-on-ones. While this may be the process in some units, there continues to be evidence of inconsistencies in the way the different living units are operated.

The Community-based Partners should:

3. Ensure that curriculums are well prepared and relevant to the areas they are contracted to provide. Youth look forward to the workshops and in most cases are eager to participate and learn.
4. Communicate with Juvenile Hall staff about whether or not the provider will be available to make regularly scheduled workshops. Providers who normally perform all of the projected units of service before the end of year should notify Probation staff when they don't plan to attend so Probation can plan accordingly. Probation's PACE staff and provider should revise the projected annual units of service if the provider consistently performs more than contracted for.

RESTORATIVE JUSTICE PROGRAM

The Probation Department should:

1. Ensure that youth offenses have some direct correlation to community service and empathy activities, both in hours of service and activities assigned for community service. Probation officers should work more closely with RJP providers to determine what is most appropriate for youth clients that are being referred for community service to ensure that activities are developed with greater intentionality, geared towards increased empathy, and understanding of how their offense impacted the community at large.
2. Increase referral of youth with multiple citations, a history of aggression or gang-affiliation to the Restorative Justice Mentoring Program as service providers have extensive experience working with this target population. Additionally, caring adult male mentors can serve as responsible role models to youth clients.
3. Notify the CBO provider delivering mentorship services to assist in contacting non-compliant youth clients and provide additional follow-up to deter youth from failing out of program.
4. Consider referring youth with aggression problems to RJP that should be involved in community service activities along the violence prevention competency development services to increase the likelihood of building empathy among youth clients.

The Community-based organizations should:

5. Work toward creating a more gender-balanced staff that reflects the predominately male customers in the program.
6. Increase staff training to match the needs of high-risk or gang-involved youth who are being referred to RJP providers.

SUPPORT AND ENHANCEMENT SERVICES

The Probation Department should:

1. Continue to strengthen communication between probation officers and service providers regarding status of youth clients' progress to ensure that all staff respond appropriately to client needs, particularly when youth client is in crisis and could potentially be at-risk for violation of probation.
2. Explore why the average length of time in the program is 123 days when the program allows youth to receive up to a year of service.
3. Explore creating a protocol to notify CBO providers when a youth client is no longer in the community due to violation of probation.

The Community-based Organizations should:

4. Explore expanding their program offerings to meet the identified needs of this new client population such as drug and alcohol and anger management for aggression issues.

TRUANCY REDUCTION SERVICES

The Community-based Organizations should:

1. Implement parent workshops to improve the parents' knowledge of resources available to assist them with their children's school readiness and performance.

CUSTOMER PROFILE

- For the third year in a row, JJCPA programs continued to serve a greater percentage of low asset youth. Half of all clients, 49.6% of youth who were administered a Risk Avoidance, Protective, and Resiliency Assessment (RPRAs) scored in the lower asset level range. In FY 2004 – 2005, Probation and its partners served 13% of youth with low assets. Probation is achieving its strategic goal of serving lower asset youth.
- The East San José neighborhood of King/Ocala near Overfelt High School in the 95122 zip code had the most JJCPA clients. It was ranked third in the previous evaluation year. Andrew Hill High School area zip code of 95111 dropped from the #1 ranked zip code to the second.
- Youth of color made up 80% of all JJCPA customers. White youth made up 19%.

Table 1

Profile of JJCPA Clients
9,256 youth served
71.3% Male
51% of youth were 15 years of age or younger
61.4% of youth were Latino/Hispanic
19% of youth were White/Caucasian
9.4% of youth were Asian/Pacific Islander
7.2% of youth were Black/African-American
50% of youth had Low Assets
24% of youth had Medium Assets
26% of youth had High Assets

In fiscal year 2007-08, there were 9,256 youth clients served. Compared to the previous year, there were 1,037 more clients, a 12.6% increase.

The neighborhood in East San José's 95122 zip code surrounding Overfelt High School had the largest number of youth participants in JJCPA programs. The rankings remain similar to the previous evaluation year as indicated in the table below. Overall, there was a higher concentration of participants in these top ranked zip codes.

Table 2

Zip Codes with Most JJCPA Clients by Rank and Number

Area	Zip Code	FY07-08	#	FY06-07	#
King/Ocala/Overfelt HS	95122	1	665	3	450
Andrew Hill HS/Edenvale	95111	2	651	1	499
Alum Rock/James Lick HS	95127	3	614	2	474
Mayfair	95116	4	584	5	417
Gilroy	95020	5	456	4	444
S. San Jose/Oak Grove HS	95123	6	446	6	323

SUMMARY OF EFFORT

According to Probation Department's report to the State \$5,955,374 was expended by Santa Clara County. Of this total, the County provided \$2,696,208 or 45% of the JJCPA allocation to thirteen community-based organizations (CBOs). This was a 7% decrease from the previous fiscal year. Program expenditures are categorized below. 'Other' includes all salaries and benefits for County personnel and professional services for the evaluation team.

Table 3

Summary of Expenditures

PROGRAM	CBO	OTHER	TOTAL FUNDING
Aftercare Services	\$264,856	\$1,176,828	\$1,441,684
Enhanced Svcs. to High-Risk Probationers	\$220,689	\$21,112	\$241,801
Multi-Agency Assessment Center (MAAC)	\$117,134	\$611,118	\$728,252
Restorative Justice Program	\$1,345,512*	\$1,375,229	\$2,720,741
Support & Enhancement Services	\$471,444	\$44,779	\$516,223
Truancy Reduction Services	\$276,573	\$30,100	\$306,673
Totals	\$2,696,208	\$3,259,166	\$5,955,374

* Includes \$229,067 in interest income

Community-based organizations delivered 214,421 units of service. This is a very significant increase over the previous year when 99,631 units of service were delivered. One unit of service equals one hour of direct service to clients. Therefore, the cost per

unit of service was \$12.57, a decrease of \$15.00 per unit of service over the previous year when it was \$27.57. Overall less funding to community-based organizations did not result in fewer services.

The following table illustrates how each program delivered services by activity.

Table 4

Activities by Units of Service by JJCPA Program								
	Aftercare	ESP	MAAC	SES	RJP	RJP MP	Truancy	JJCPA-Wide
Outreach & Recruitment	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%	13.4%	0.6%
Intake and Assessment Process	1.9%	32.2%	0.0%	4.5%	18.3%	18.6%	17.2%	14.7%
Home/School Visit/Working with Parents	0.3%	0.0%	0.0%	22.9%	0.0%	0.0%	29.1%	3.8%
Individual and Family Counseling	21.6%	24.0%	5.5%	7.9%	8.3%	0.0%	14.9%	8.8%
Case Management, Support Services, and Referrals	13.5%	8.8%	0.0%	44.6%	0.0%	4.0%	25.3%	6.4%
Transportation	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%
Field Trips, Community Services, and Other Outings	3.2%	0.0%	0.0%	10.7%	35.3%	0.0%	0.0%	26.4%
Group Workshops	58.2%	35.1%	94.5%	9.4%	38.1%	73.1%	0.0%	39.2%
JJCPA-Wide	100.0%							

Community-based organizations delivered over 65% of their services through group setting – field trips, community service, and workshops. The previous evaluation year these activities accounted for 60% of services delivered. The Restorative Justice Program delivered over 53,000 units of services through field trip and community service activities, as well as over 58,000 units of service through group workshops. Most of Aftercare activities were delivered through group workshops and counseling because the case management component was no longer offered by a community-based organization.

As a part of the MAAC program, CBOs provide two workshops a week to pre-assigned living units in Juvenile Hall and provide one-on-one counseling on a referral basis. As indicated in the table above over 94% of services were delivered through group workshops.

The 32% of intake services delivered in the Enhanced Services for High-Risk Probationers program (ESP) demonstrates the difficulty the providers experienced engaging and committing clients to the program. This was the highest rate among all JJCPA programs.

SUMMARY OF EFFECT – PERFORMANCE MEASUREMENTS AND STATE & LOCAL OUTCOMES

The JJCPA Evaluation System created by CCPA is comprised of four core performance measures: customer satisfaction, developmental asset productivity, agency-specific service productivity, and local outcomes. Each of these measures is determined by survey results administered to the youth and parents at the end of program intervention.

The Probation Department is responsible for collecting the six State outcome measurements applicable to each program and reporting them to the State. The outcomes are based on all participants whether they received CBO services or not. The measurements are 1) arrest rate, 2) incarceration rate, 3) probation completion, 4) restitution completion, 5) court-ordered community service completion, and 6) probation violation rate. CCPA includes the data in the overall JJCPA evaluation report for comprehensive analysis.

Aftercare Program

FLY and Gardner are the two CBOs funded by JJCPA that participated in the local outcomes evaluation. The Department of Alcohol and Drug Services (DADS), Starlight, and Community Solutions participated in the program survey portion of the evaluation even though they are funded by other means. Local outcomes are measured at program exit. State outcome measurements are based on the 180 days after program exit.

- ❖ Youth who completed the Aftercare Program were evaluated on six State Outcomes. **Four of the six measurements went in a positive direction – Arrest and incarceration rates and violations of probation were down, restitution and community service completion decreased.**
- ❖ The Program exceeded all six local outcomes goals asked on the youth-reported and parent-reported surveys.
- ❖ The significant increases in youth-reported and parent-reported program-specific productivity reported two evaluation periods ago, held steady at 93% and 92% respectively.
- ❖ 90% of youth and 91% parents reported an improvement in the youth's ability to not re-offend at program exit. The arrest rate for youth six-months after exiting the program was 10%. These immediate and intermediate program results are to be applauded.
- ❖ Developmental asset productivity increased substantially for both FLY (+15%) and Gardner (+14%).
- ❖ Youth satisfaction scores improved by 5% and decreased by 4% as reported by parents, 92% and 88% respectively.
- ❖ There was an impressive increase from 57% to 66% of ranch youth completing the ten-week initial aftercare period.

ESP- Enhanced Services for High-Risk Probationers

Due to insufficient data available there are no performance outcomes to report. The Program Summary section explains the reasoning.

MAAC - Multi-Agency Assessment Center

Seven CBOs provide workshops to youth while in custody at Juvenile Hall. These workshops are provided one to two times a week for an hour and a half. For the first time, a local outcome measure was identified to be measured – 70% of youth will indicate an understanding of how to make good choices. The remaining local outcomes are process oriented. State outcome measurements are based on the 180 days after exiting Juvenile Hall.

- ❖ Four of the six State outcomes went in a positive direction: arrest and incarceration rates went down and restitution and community service completion went up.
- ❖ Probation and the MAAC partners had a significant decline in the rate of youth who had a case plan within 10 days of admission to Juvenile Hall.
- ❖ Youth reported a 12% improvement in their understanding of how to make good choices over the previous year up to 69%.
- ❖ Youth reported a 80% overall satisfaction score with MACSA and CYO reporting the highest scores with 85.0% and 86.4% respectively for the second year in a row.
- ❖ Program-specific productivity scores ranged from 47.8% to 72%. CYO reported the highest score.

Restorative Justice Program and Mentoring Program

Four community-based organizations provide competency development services based on geographic location in the county. Community Solutions is the lead agency and sub-contracts with three other providers, Alum Rock Counseling Center, Bill Wilson Center, and Community Health Awareness Council. Two other agencies have separate contracts to provide mentoring services, CYO and MACSA. State outcomes are measured for 90 days after youth exit the program. Local outcomes are measured at program exit.

- ❖ RJP providers exceed the two new local outcome goals – 75% of youth and 86% of parents reported an increased understanding of the impact on their or their child's behavior on others.
- ❖ Satisfaction scores for the mentoring component scored high – CYO scored 86% for both youth and parent and MACSA scored 91% for both youth and parent.
- ❖ Two of the three State outcomes went in a positive direction. Restitution completion went down 3% but remained high at a 78.8 completion rate.

SES-Support and Enhancement Services

Catholic Charities and its subcontractor Rebekah Children's Services provide targeted intensive case management services to youth on post-dispositional Electronic Monitoring and Community Release programs and their families. This program is intended to assist in reducing the failure of youth on these programs who would otherwise end up back in detention.

During this evaluation year, MACSA continued to provide services to youth who were rolled over from the previous year's program, MACSA – Personal Enhancement Program (PEP) and it provided intensive case management. MACSA did not serve new clients under SES.

- ❖ Fiscal Year 2007 -08 will serve as baseline data for the SES program. The providers exceeded all the local outcome goals:
 - 67% of youth and 62% of parents indicated an improvement in school attendance.
 - 78% of youth and 71% of parents indicated an improvement in the youth's ability to make good choices.
 - Youth developmental asset productivity was reported as 69% by youth and 82% by parents.
- ❖ Youth in the SES program performed very well on all four of State outcome measurements. Of 80 youth, zero was arrested. Incarceration and violation of probation rates were low at 10% and 15%, respectively.

Truancy Reduction Services

California Youth Outreach and Alum Rock Counseling Center (ARCC) were the lead agencies serving youth referred by school districts. ARCC sub-contracted with Community Solutions to serve South County school districts. State outcomes are measured 90 days after program exit. Local outcomes goals are measured at program exit.

- ❖ TRS providers exceeded two of the four local outcome goals:
 - 78% of youth and 73% of parents indicated an improvement in school attendance.
 - 60% of parents reported an improvement in their child's ability to seek support from their parents and other community services. This was a 17% drop from the previous evaluation year. 59% of youth reported an improvement in this area, which held steady from the previous year.
- ❖ Parent reported satisfaction dropped by 6% while youth satisfaction increased by 3%.

Table 5

JJCPA Performance – Logic Model Evaluation System Across All JJCPA Programs, FY 2007-08						
Performance-Logic Model Term		Evaluation Questions	Answer to Evaluation Questions			
E F F O R T	Inputs	How much JJCPA funds were spent?	Community-based providers spent \$2,696,208 in State JJCPA grant funds.			
	Customers	Who were the customers?	Served 9,256 customers. See appendix			
	Strategies	What service strategies were used?	Middle column shows percent of all units of service delivered by community-based providers in Fiscal Year 2007-08.			
			Activity	FY 07-08	FY 06-07	
			Outreach & Recruitment	0.6%	2.2%	
			Intake, Assess. & ISP	14.7%	7.0%	
			Home/School Visit/Parents	3.8%	6.9%	
Ind./Family Counsel			8.8%	11.9%		
Case Mgmt., Support, Refer.	6.4%	11.2%				
Transportation	0.1%	0.9%				
Field Trips & Cmty. Service	26.4%	16.6%				
Group Workshops	39.2%	43.4%				
Output: Units of Service	How much service was provided?	Community-based providers delivered 214,421 units of service. One unit of service equals one hour of direct service per customer.				
Output: Cost per Unit of Service	What was the cost to provide services?	The cost per unit of service across all JJCPA-funded community-based providers was \$12.57.				
E F F E C T	Performance Measure: Customer Satisfaction	Were customers satisfied with services?	The average customer satisfaction rating (out of 100 possible points) was: <input type="checkbox"/> youth-reported = 82.4% <input type="checkbox"/> parent-reported = 86.1%			
	Performance Measure: Productivity Outcomes	Were services effective in producing the desired change?	Productivity scores (range from -100% to +100%) reflect the percent of targeted changes achieved minus the percent of targeted changes missed. Scores are listed by respondent.			
			Service Productivity		Staff-Reported	
			FY 07-08	FY 06-07	FY 07-08	FY 06-07
		Dev. Asset	60.4%	58.6%	71.0%	67.7%
		Program-Specific	66.4%	64.5%	80.7%	75.4%

Evaluation Design

The Juvenile Justice Crime Prevention Act (JJCPA) evaluation report is organized according to the Performance-Logic Model: Inputs, Strategies, Outputs, and Outcomes. The design used to evaluate the JJCPA-funded programs is a fusion between Lisbeth Schorr's *Theory-Based Logic Model* and Mark Friedman's *Performance-Accountability Model*. The full report describes the effort, effect and performance for each of the six JJCPA-funded programs in FY 2007 - 2008, as well as for each of the contracted community-based service providers. The definitions of terms are listed below:

- Effort – funds spent, demographics of customers, data about staff who delivered services, program strategies, amount of services provided, and the cost per hour of direct service;
- Effect – youth and parent satisfaction rates and effectiveness of service in producing the desired change;
- Performance – process measures, short-term, and intermediate outcomes. Performance variables differ for each program and are listed when applicable.

The Performance-Logic Model evaluation design allows for policy makers and community members to review program performance across common data variables, while still preserving the uniqueness of each program. JJCPA-funded programs are varied in program approach, target population, and expected results.

Limitations to Report

Several limitations reduce the ability to generalize of the findings contained in this report. This evaluation is not based on an experimental research design. Rather, it is based on a theory-based outcome model. First, the evaluation is limited by the resources invested in its design and implementation. Limited resources preclude the evaluation team from collecting more intermediate outcome data and program-specific data. Secondly, the findings, analysis, and conclusions are all limited by the amount and quality of data.

The evaluation team relied on data provided by Probation and CBO program staff. Challenges include: consistency of data collection, uniformity of data collection, training of personnel used to collect data, and storage of data in a centralized and secure location – may all have an impact on the evaluation results. Lastly, the evaluation relies, in part, on the subjective opinions of program staff, participants, and evaluators.

Despite statistical and research design limitations, the application of statistical tests adds rigor to the study protocol. The pattern of survey results can assist decision-makers with interpreting the significance of program components. Given the relatively small sample size, significant results should be treated with some interest and bear scrutiny.

Effort

INPUTS

Santa Clara County allocated \$5,928,671 for the six Juvenile Justice Crime Prevention Act (JJCPA) funded programs under the Schiff-Cardenas Crime Prevention Act of 2000 (CPA 2000) for fiscal year 2007-08. JJCPA funds were allocated based upon each county's population. Only those counties with a Board of Corrections (BOC)-approved Comprehensive Multi-Agency Juvenile Justice Plan received funds.

Expenditure Plan of All JJCPA Funds

The following table consists of a breakdown of the expenditure categories for the JJCPA allocation. County personnel received 53.4% or 7% more funding than the previous year and community-based organizations received 45.2% or 7% less funding. The discontinuation of the approximately \$400,000 contract with California Youth Outreach for Aftercare community services was a major factor.

Table 6

JJCPA Expenditure Plan, FY 2007-08							
Item	Aftercare Services	ESP	MAAC	RJP	SES	Truancy Services	JJCPA-Wide
Salaries and Benefits	\$1,156,487	\$18,077	\$600,843	\$1,339,226	\$38,342	\$25,773	\$3,178,748
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Professional Services	\$13,133	\$1,959	\$6,634	\$23,245	\$4,156	\$2,794	\$51,921
Community-Based Organizations	\$264,856	\$220,689	\$117,134	\$1,345,512	\$471,444	\$276,573	\$2,696,208
Administrative Overhead	\$7,208	\$1,076	\$3,641	\$12,758	\$2,281	\$1,533	\$28,497
Total Funds	\$1,441,684	\$241,801	\$728,252	\$2,720,741	\$516,223	\$306,673	\$5,955,374

*\$229,067 of CBO total is from RJP and SES interest income.

Each county is required to report its expenditure according to the following seven State-defined line items.

Salaries and Benefits – Salaries and benefits of county personnel providing all or part of their time to the JJCPA county program(s). This line item also includes those salaries obligated under MOU's between county departments.

Services and Supplies - Services and supplies necessary to support JJCPA programs. This line item also includes those services and supplies obligated under MOU's between county departments. This line item does not include "professional services" associated with the evaluation of the

JJCPA funded programs, services provided by a Community-based Organization, or Administrative Overhead.

Professional Services – This line item includes only expenditures for professional services provided by contractors to collect, analyze, evaluate and report outcome measures for a county’s approved JJCPA program(s).

CBO Contracts – All JJCPA expenditures for services provided by community-based organizations (CBOs) is reflected in this line item.

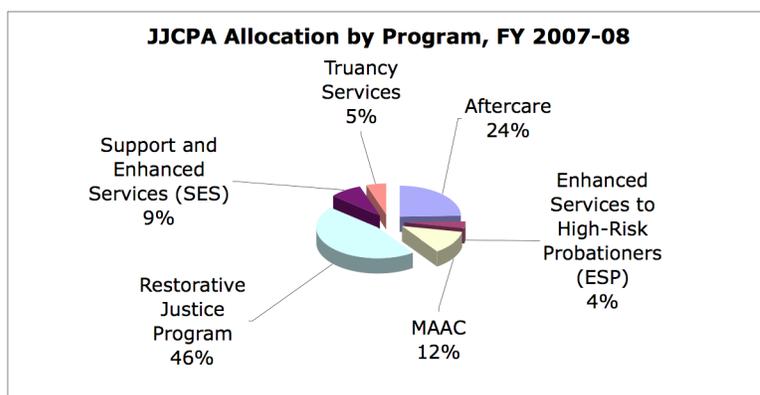
Fixed Assets – Expenditures for all fixed assets purchased to implement and operate the county’s approved JJCPA program(s) is reported in this line item.

Administrative Overhead – Reflects individual county’s definition for administrative overhead, and only up to 0.5% of the county’s JJCPA total allocation.

Other – Includes any expenditure which does not fall under the categories identified above.

The following chart illustrates the allocation by program. RJP served the greatest number of youth and received the largest allocation with 46% of all program funds. Enhanced Services to High-Risk Probationers (ESP) received the smallest amount with 4% of all program funds. Similar to the previous year, the Aftercare Program has the smallest share of clients - 3.1% with 24% of allocation. This highlights the intensity of services and the large investment in trying to keep youth from re-offending after being committed to the ranch or Hall.

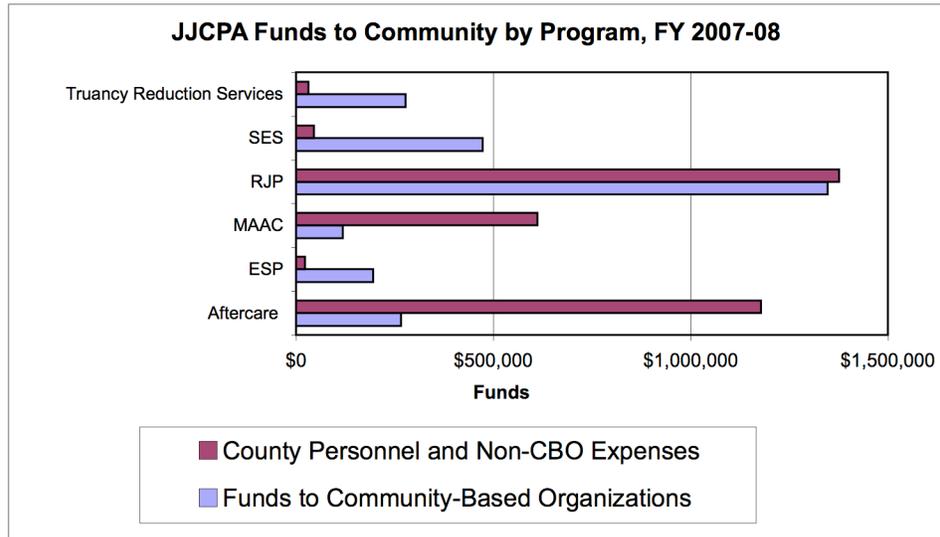
Chart 1



JJCPA Funds to the Community

The table below shows the breakdown of funds by JJCPA Program to community including Community-Based Organizations and to County personnel and Non-CBO Expenses. Nearly all funds for ESP, SES, and Truancy Reduction Services were allocated to CBOs.

Chart 2



Effort

CUSTOMERS

Number of Youth Customers

During fiscal year 2007-08, JJCPA-funded programs served over 9,200 youth customers. The following table and chart shows the figures for each program. Overall, JJCPA served 1,000 more youth customers than the previous year. This does not capture the total numbers that providers are working with given the increased emphasis of working with families of youth in ESP, SES, and Aftercare.

Table 7

Program	Number	Percent
Aftercare	289	3.1%
ESP	60	0.6%
MAAC	1,985	21.4%
RJP/Mentoring	6,351	68.6%
SES	280	3.0%
Truancy	291	3.1%
JJCPA-Wide	9,256	100.0%

Over the last seven years, JJCPA-funded programs have served over 52,000 customers.

Table 8

	Aftercare	ESP	MAAC	MACSA	RJP	SES	Truancy	JJCPA-Wide
FY 2001-02	326	NA	2,942	224	2,643	NA	325	6,460
FY 2002-03	768	NA	3,778	388	3,531	NA	336	8,801
FY 2003-04	379	NA	1,796	462	2,100	NA	385	5,122
FY 2004-05	353	NA	1,943	585	4,261	NA	341	7,483
FY 2005-06	172	NA	1,007	228	5,682	NA	329	7,418
FY 2006-07	171	NA	1,699	347	5,714	NA	288	8,219
FY 2007-08	289	60	1,985	NA	6,351	280	291	9,256
Total	2,458	60	15,150	2,234	30,282	280	2,295	52,759

Gender of JJCPA Customers

Consistent with prior years, less than one-third of all JJCPA customers were female, as illustrated in the chart below. There was a 3.3% increase in the proportion of females in the Aftercare program and an 8% decrease in the proportion of girls in the Truancy Reduction Program.

Table 9

Gender of JJCPA Customers, FY 2007-08		
Program	Female	Male
Aftercare Services	13.8%	86.2%
ESP	15.0%	85.0%
MAAC	15.0%	85.0%
RJP	33.5%	66.5%
SES	22.9%	77.1%
Truancy	39.9%	60.1%
JJCPA-Wide	28.7%	71.3%

Ethnicity of JJCPA Customers

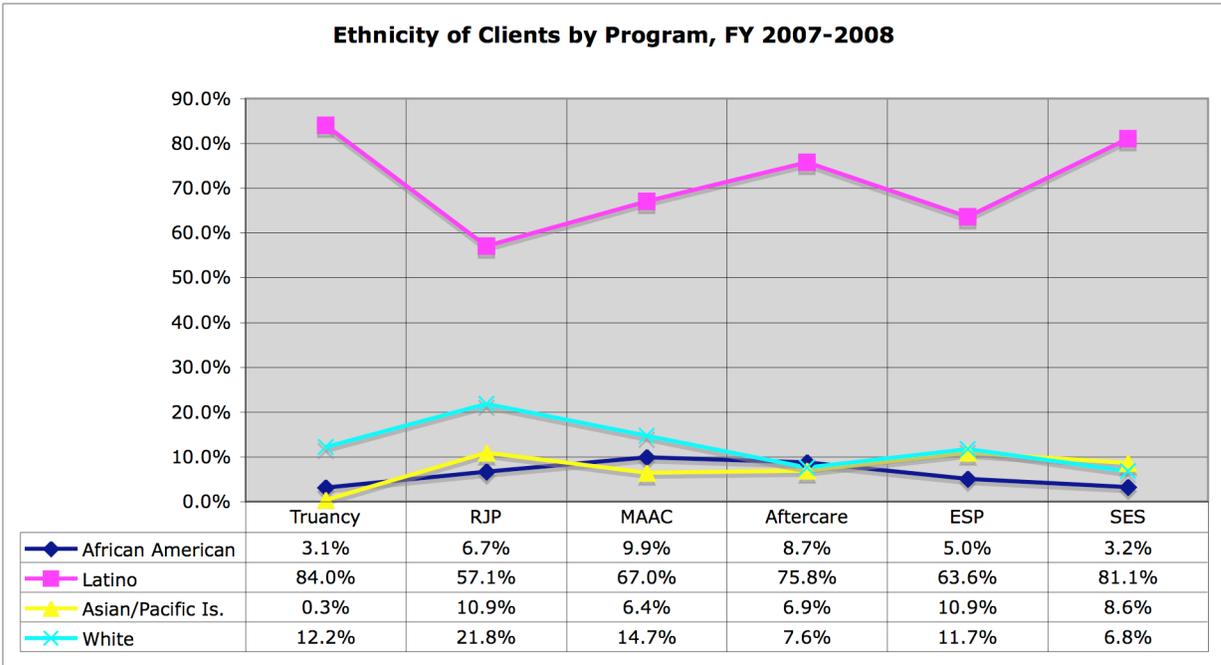
The JJCPA-wide data indicate that Latino youth constituted 61.4% of all youth served – reflecting an increase of 3.4% compared to FY 2006-07 and an increase of 6.4% compared to FY 2005-06. Latino youth made up the largest participation rates in the Truancy program and smallest participation rates of the Restorative Justice Programs. Compared to the previous evaluation year, the Latino participation rate in the Truancy program increased by 16% from 68% to 84%. The African-American youth participation rate in the Truancy program dropped from 9% to 3.1% and White youth participation rate dropped by 16% to 12.2%. The White and African-American youth participation rates in Aftercare decreased by over 1%.

In RJP, the Latino youth participation rate increased by 4% to 57.1% over the previous year. The Support and Enhancement Services (SES) program targeted services to Latino youth to reduce the failure rate on alternative to detentions programs like Electronic Monitoring and Community Release. The data indicates over 80% of SES clients were Latino.

Table 10

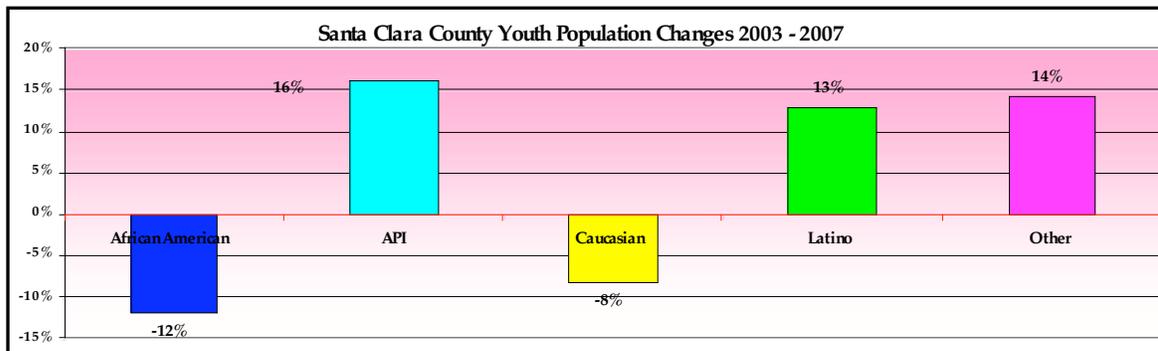
Ethnicity of JJCPA Customers by Percentage, FY 2007-08							
Ethnicity	Aftercare Services	ESP	MAAC	RJP	SES	Truancy	JJCPA-Wide
African American	8.7%	5.0%	9.9%	6.7%	3.2%	3.1%	7.2%
Asian/Pacific Is.	6.9%	10.0%	6.4%	10.9%	8.6%	0.3%	9.4%
Latino	75.8%	63.3%	67.0%	57.1%	81.1%	84.0%	61.4%
White	7.6%	11.7%	14.7%	21.8%	6.8%	12.2%	19.0%
Other	1.0%	5.0%	1.8%	3.2%	0.4%	0.3%	2.7%
Unknown	0.0%	5.0%	0.3%	0.2%	0.0%	0.0%	0.2%

Chart 3



Analysis of JJCPA ethnicity data should bear in mind the data, *Santa Clara County Youth Population Changes 2003 – 2007*, produced by the Probation Department for the Juvenile Detention Reform Steering Committee (now Juvenile Justice Systems Collaborative) based on the California Department of Finance. In summary, the Latino, Asian/Pacific Islander, and Other youth populations are growing and the African-American and White youth populations are shrinking. The White and Latino youth populations are roughly the same at 36% and 33% respectively.

Chart 4



Age of JJCPA Customers

Truancy Reduction served the youngest age youth with 47% of youth 13 years or younger, a 7% increase over the previous year. As expected, youth in Aftercare Services were generally older, with more than 80% of youth 16 years or older, as shown in the table below. It should be noted that the data indicates that 10% of MAAC clients or 208 were 18 years old or older. These are 'adults' who are spending more 72 hours in Juvenile Hall.

Table 11

Age of JJCPA Customers, FY 2007-08								
Program	Up to 9	10 to 11	12 to 13	14 to 15	16 to 17	18 to 19	20+	DNA
Aftercare	0%	0%	1%	17%	66%	16%	0%	0%
ESP	0%	0%	0%	25%	55%	18%	2%	0%
MAAC	0%	0%	3%	30%	56%	10%	0%	0%
RJP	0%	2%	18%	38%	39%	3%	0%	0%
SES	0%	0%	8%	33%	51%	6%	0%	1%
Truancy	2%	9%	36%	33%	19%	1%	0%	0%
JJCPA-Wide	0%	2%	14%	35%	43%	5%	0%	0%

Home Zip Codes of JJCPA Clients

The top six ranked zip codes of JJCPA clients remained the same as the previous year and account for over a third (37%) of all JJCPA clients. The area around Overfelt High School in the King/Ocala neighborhood ranked number one over the Andrew Hill High School/Edenvale area for the first time. This was due to an increase in Restorative Justice Program participants from the King/Ocala neighborhood. Rankings by program are available at the end of each Program Summary section.

Table 12

Zip Codes with Most JJCPA Clients					
Area	Zip Code	FY07-08	#	FY06-07	#
King/Ocala/Overfelt HS	95122	1	665	3	450
Andrew Hill HS/Edenvale	95111	2	651	1	499
Alum Rock/James Lick HS	95127	3	614	2	474
Mayfair	95116	4	584	5	417
Gilroy	95020	5	456	4	444
S. San Jose/Oak Grove HS	95123	6	446	6	323

Youth Self-Assessment of Risk Avoidance, Protective, and Resiliency Assets (RPRA)

The JJCPA Evaluation System used the Risk Avoidance, Protective and Resiliency Asset Assessment (RPRA) instrument to conduct a self-assessment of these assets. The RPRA has been accepted by over 185 community-based organizations and public agencies as a method of measuring the assets of the youths whom they serve. The short form of the instrument has an alpha reliability of .86 and has norms of high, medium, and low levels of assets. **Low assets indicate high-risk youth, medium assets indicate at-risk youth, and high asset scores indicate youth with little risk of difficulties at home, school, and in the community.** The total RPRA score percentages are normed as follows: 87.5% or higher is High Assets and 81.25% or below is Low Assets.

In fiscal year 2007 -2008, 1,896 RPRA's were administered by community-based providers. **The total RPRA score is 80.8%, which is in the low level for all programs.** Youth across all JJCPA programs averaged low assets and are considered high risk for anti-social behavior and other behaviors that can interfere with their health, wellness and future success. **The asset level of JJCPA youth has declined by 1.1 since Fiscal Year 2005 – 2006.** The Probation Department has intended to serve higher risk youth with intensive services. The RPRA data indicates that half of all JJCPA clients are low asset youth except for Restorative Justice and Aftercare that have 50% or more of the clients that scored in the medium and high asset level range as illustrated in Table 13.

Table 14 breaks out the percentage of JJCPA youth who scored in each of the three ranges over the last three evaluation periods. Low asset youth increased by 1.5% up to 49.6% of all JJCPA youth surveyed and high asset youth decreased by 0.6%, down to 26.0%.

Table 13

Asset Levels by Program - FY 2007-08				
Program	Low	Medium	High	Count
Aftercare Services	48%	15%	37%	46
ESP	67%	11%	22%	18
MAAC	62%	23%	15%	477
RJP	43%	25%	32%	1078
RJP Mentoring	50%	30%	20%	10
SES	56%	11%	33%	36
TRS	55%	27%	19%	231
JJCPA-wide	50%	24%	26%	1896

Table 14

Asset Level of JJCPA Youth FY 2005 - 2008			
Level	FY 2007- 08	FY 2006- 07	FY 2005- 06
Low Asset	49.6%	48.1%	46.8%
Medium Asset	24.4%	25.2%	24.6%
High Asset	26.0%	26.7%	28.6%

Table 15

JJCPA RPRA Youth Self Assessment	
Developmental Assets	FY 2007-08
Risk Avoidance	80.7%
Protective Assets	84.2%
Resiliency Assets	77.6%
Total RPRA	80.8%
Social Attachment	83.0%

Summary of RPRA Results

The RPRA questionnaire assesses the extent of a youth’s developmental assets with a summary score and three subscale scores. This questionnaire also includes a measure of social attachment.

The summary score includes all of the questions for the three subscales. This total score is reported to indicate the level of a youth’s developmental assets near the beginning of the program. It is expected that their developmental assets will increase as a result of participation in JJCPA programs. However, such changes in assets are better determined by examining the service productivity of each grantee’s service.

The following table summarizes the types of variables the RPRA measures to determine the RPRA total score.

Table 16

Risk Avoidance	Protective Assets	Resiliency Assets
Level of Safety	Social competence: flexibility, empathy, caring communications	Caring, structuring, and supportive adults in family, school and community
Violence Avoidance	Problem solving skills	High expectation in family, school and community
Drug risk avoidance	Self-control: refusal skills, conflict resolution, and impulse control	Level of participation in family, school, and community
Gang and anti-social peer avoidance	Life goal-setting: sense of autonomy, purpose and future	
Level of attachment to pro-social institutions and adults		

Summary results shown in the following table can be used to better understand the asset level of JJCPA youth customers. The following table and chart show the JJCPA-wide asset level by type of asset. The table also lists the overall norm asset level for each program.

Table 17

**Risk Avoidance, Protective, and Resiliency
Assets (RPRA) Results, FY 2007-08**

	Aftercare Services	ESP	MAAC	RJP	RJP Mentoring	SES	Truancy	JJCPA-Wide
Overall Asset Level	Low	Low	Low	Medium	Low	Low	Low	Low
Risk Avoidance Assets	76.5%	75.5%	72.0%	83.8%	84.7%	80.2%	85.7%	80.7%
Protective Assets	86.6%	87.2%	82.2%	85.3%	78.9%	83.7%	81.2%	84.2%
Resiliency Assets	78.4%	77.5%	76.2%	78.7%	76.0%	78.0%	75.4%	77.6%
Social Attachment Assets	84.3%	84.7%	79.2%	84.6%	75.9%	84.1%	83.8%	83.0%

This table illustrates that the total asset by program has gone down from the previous year.

Table 18

Risk, Protective and Resiliency Assets by JJCPA Program, FY 2006 - 2008

Program	Asset Level		Total Asset	
	FY 07-08	FY 06-07	FY 07-08	FY 06-07
Aftercare	LOW	MEDIUM	80.7%	86.0%
ESP	LOW	NDA	80.7%	NDA
MAAC	LOW	LOW	77.6%	78.4%
Restorative Justice Program	MEDIUM	MEDIUM	82.4%	82.9%
RJP Mentoring	LOW	LOW	79.1%	79.6%
SES	LOW	NDA	80.6%	NDA
Truancy Reduction Services	LOW	MEDIUM	80.1%	81.7%
JJCPA Wide	LOW	MEDIUM	80.8%	81.1%

Staff Assessment of Resiliency Variables

In addition to the JJCPA-wide developmental asset survey questions and agency-specific survey questions, staff members answered questions about three important measures specific to resiliency: participant’s level of expectation for him/herself; participant’s level of participation at home, school and in the community; level of participation in JJCPA services; and number of new caring and supportive adults in the youth’s life due to JJCPA services. JJCPA staff answered these questions for each participating youth.

JJCPA-funded services continue to work to improve the resiliency variables in youth customers. Survey results are shown in Table 19. Across all JJCPA programs, participating youth demonstrated a 59.8% growth in expectation level, based on a four-point scale. Similarly, as shown in the third column, participating youth demonstrated a 59.8% growth in participation level. The next data column lists staff impressions of youths’ actual participation level, where five is very high, four is high, three is average, two is low, and one is very low. The average across all JJCPA programs is 3.5 for the second straight year.

Finally, the last column shows the number of new caring and supportive adults to whom participating youth were connected, due to services. **The number of new caring and supportive adults JJCPA-wide increased to 2.0.** This increase is due to positive substantial gains in Aftercare, MAAC, and Restorative Justice Mentoring Programs. The first year data from Support and Enhancement Services program reported the highest score at 2.9 new caring and supportive adults.

Table 19

Staff-Rated Resiliency Variables FY 2006-08								
	Growth in Expectation Level (4-point scale)		Growth In Participation Level (4-point scale)		Actual Participation Level (scale 1-5)		New Caring & Supportive Adults	
	FY07-08	FY06-07	FY07-08	FY06-07	FY07-08	FY06-07	FY07-08	FY06-07
Aftercare	75.3%	78.9%	74.7%	75.7%	4.7	3.9	2.6	1.8
ESP	IDA	NA	IDA	NA	IDA	NA	IDA	NA
MAAC	96.7%	NA	92.7%	NA	3.6	3.3	1.5	1.2
RJP	60.1%	59.7%	59.3%	60.7%	3.5	3.6	1.2	1.4
RJP MP	63.3%	59.4%	88.7%	77.0%	4.0	4.0	2.1	1.8
SES	60.6%	NA	60.6%	NA	3.6	NA	2.9	NA
Truancy	51.5%	51.7%	47.9%	42.8%	3.3	3.2	1.4	1.6
JJCPA-Wide	59.8%	59.4%	59.8%	59.9%	3.5	3.5	2.0	1.5

Effort

STAFF

Staff members of JJCPA-funded programs continued to demonstrate their professionalism, dedication, tenacity and passion for improving the lives of children and youth. The information contained in this section is derived from a focus group process and written questionnaire conducted for each program involving direct service staff and their program managers. The data contained in this section may not include the staff of all subcontractors.

Importance of Staff

As the Director of the Harvard University Project on Effective Interventions and Co-Chair of the Roundtable on Comprehensive Community Initiatives for Children and Families of the Aspen Institute, Lisbeth B. Schorr has conducted extensive research on improving the future of children and families and communities. Schorr researched thousands of programs across the country and determined seven attributes of highly effective programs. Three of these seven attributes, listed below, deal with program staff. She concluded that successful programs require gifted, tenacious, and flexible individuals to design, implement, and evaluate programs. The following excerpt notes the seven attributes:

1. Successful programs are comprehensive, flexible, responsive, and persevering.
2. Successful programs see children in the context of their families. “Nurture parents so they can nurture their children.”
3. Successful programs deal with families as parts of the neighborhoods and communities. Successful programs grow deep roots in the community and respond to the needs identified by the community.
4. Successful programs have a long-term, prevention orientation, a clear mission, and continue to evolve over time. They hold their goals steady but adapt their strategies to reach their goals.
5. Successful programs are well managed by competent and committed individuals with clearly identified skills.
6. Staff of successful programs are trained and supported to provide high-quality, responsive services. Effective programs are aware that the greater the discretion given to front-line staff, the greater the need for and importance of excellent training.
7. Successful programs operate in settings that encourage practitioners to build strong relationships based on mutual trust and respect.”¹

¹ Schorr, Lisbeth. *Common Purpose: Strengthening Families and Neighborhoods to Rebuild America*, 1997.

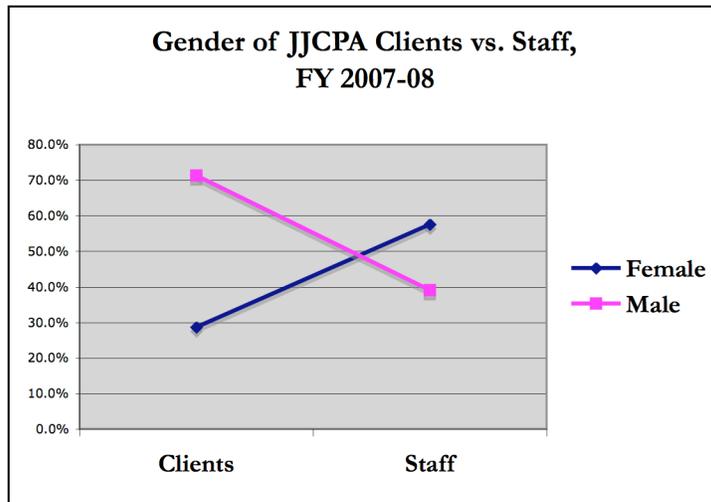
Gender of JJCPA Staff and Clients

Female staff members of community-based organizations continue to out number male staff members. In the previous evaluation year, female staff members made up 78.8% of all staff across all JJCPA-funded programs. This year, males made up a greater percentage of staff members up 18% to 39% of all JJCPA community-based staff. While there has generally been a relatively large disparity in gender of customers, FY 2007-08 is the first year there has been a significant increase in male staff. This is a positive step to providing the predominantly male JJCPA clientele with greater same sex role models. The table and chart below show the data.

Table 20

	Clients	Staff
Female	28.7%	57.6%
Male	71.3%	39.0%
Transgender	ND	3.4%

Chart 5

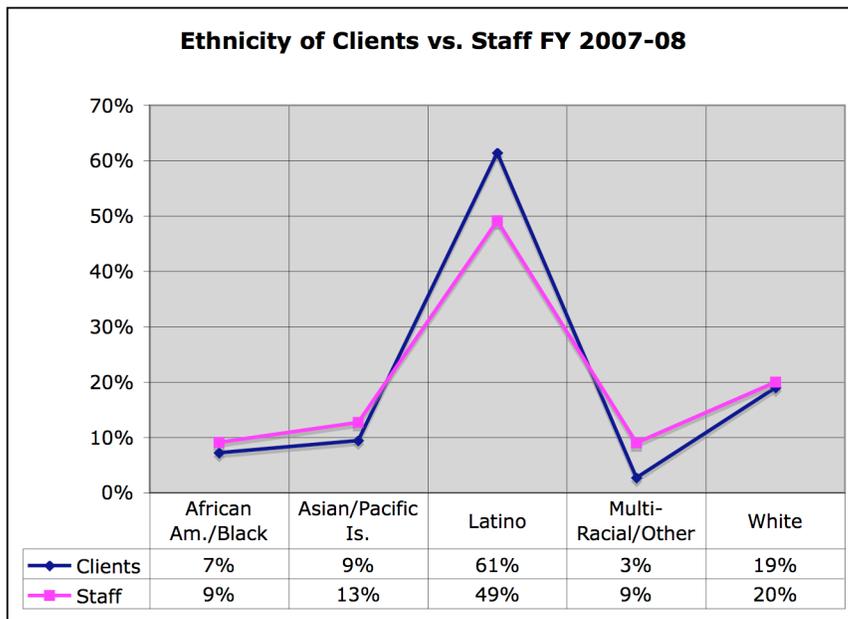


Ethnicity of JJCPA Staff

The chart below contains data for the ethnicity of JJCPA staff members compared to the clients. The staff demographic is reflective only of community-based providers and does not reflect Probation staff.

JJCPA-funded programs have done well to hire staff members whose ethnicities reflect the communities that they serve in order to build culturally competency within the organizations. In the previous evaluation year, 1 out of 10 JJCPA youth clients were African-American but there was no African-American staff. During this evaluation period, there is a great improvement to an almost 1 to 1 ratio. Unfortunately, the Latino youth clients JJCPA-wide grew from 58% to 61.4%, while the JJCPA staff who were Latino decreased by 1% to 49%.

Chart 6



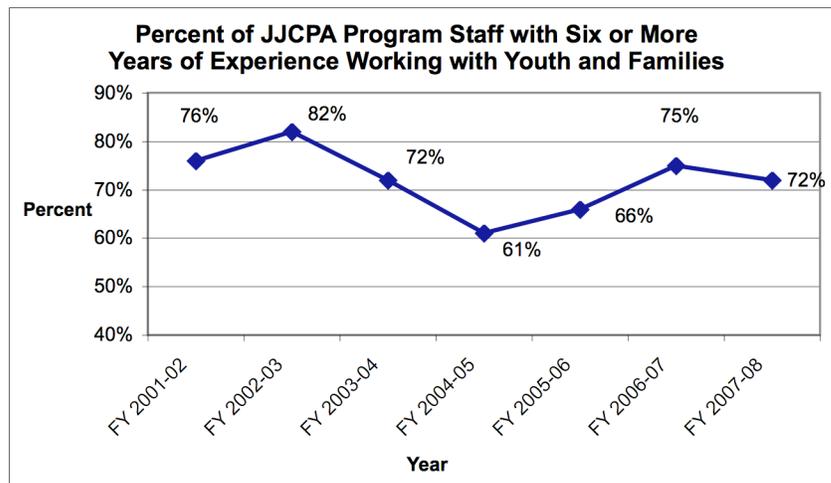
Work Experience of JJCPA Staff

JJCPA staff members were asked to comment on the number of years of experience working with youth and families. The chart below shows that 72% indicated they had six or more years of experience in FY 2007-08. In general, there was more staff with more work experience. Staff with less than three years of work experience was at the lowest rate of 4% reported in seven years. Staff experience is crucial given the high-risk, low-need youth JJCPA programs are serving. This data can be helpful for program managers in designing their professional development and program planning.

Table 21

JJCPA Staff Years of Work Experience FY 2001 through FY 2008							
Years	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08
Under 3 years	10%	8%	10%	8%	18%	9%	4%
3 to 5 years	14%	10%	18%	31%	16%	17%	25%
6 to 10 years	41%	38%	33%	33%	33%	45%	32%
Over 10 years	35%	44%	39%	28%	33%	30%	40%
JJCPA-Wide	100%						

Chart 7



Understanding the Importance of Youth Developmental Assets

The JJCPA evaluation is rooted, in part, in the widely accepted theory of youth developmental assets. JJCPA-funded staff members were asked to evaluate how well their program performed on several program design components most conducive to building youth developmental assets.

Staff members were given a list of program design components related to developmental assets. For each item on the list, staff rated how important the components were in the operation of their JJCPA-funded program. If the factor was critical to the program's mission and goal, staff members were asked to enter a one. If the respondent felt that the component was highly valued by the program, he or she was asked to enter a two, and if the component was of secondary importance to the program, he or she was asked to enter a three. Additionally, staff members were asked about how well the program performed on implementing each component. By using the same scale, where one indicates implemented remarkably well; two indicates implemented quite well; and three indicates that the program could do better.

As shown on the following table, the first column lists the program component. The second and third columns show the average ranking for importance and accomplishment, respectively.

The last column shows the discrepancy between how important the program component was ranked and how well staff members thought they accomplished it. Since accomplishment was subtracted from importance, negative discrepancies reflected more emphasis and less accomplishment. **Six of the 28 items had discrepancies of four or higher. Those six items-- 1, 3, 9, 11, 21, and 26-- are in bold on the full table and listed below.**

The positive discrepancy score for item numbers 3, 9, and 26 indicate that the program's accomplishment outranked its relative importance. Similarly, a negative discrepancy score for items 1, 11 and 21 indicates that the program component is relatively important, but fell short of accomplishment.

Table 22

Youth Developmental Asset Strategies: Importance and Accomplishment				
	Program Component	Rank of Importance	Rank of Accomplishment	Discrepancy in Rank
1	Youth feel like they belong to and are accepted by the program.	8	3	-5
2	Youth are encouraged to bond with other youth and staff.	17	14	-3
3	Youth are encouraged to accept the diversity and uniqueness of each participant.	9	15	6
4	Youth are organized into clubs, teams, and/or groups to carry-out projects, trips, and events.	27	27	0
5	Youth learn teamwork and how to work with each other.	22	21	-1
6	Youth are treated with respect by program staff.	1	1	0
7	Youth are expected to respect each other and program staff.	2	2	0
8	Youth are expected to respect the diversity of the group.	3	4	1
9	Youth learn to respect the community.	10	17	7
10	Program has a focus with clearly stated goals and objectives.	7	9	2
11	Program has high expectations for youth.	11	6	-5
12	Program encourages youth to find something that they can be good at.	14	13	-1
13	Program has clear rules for attendance and behavior.	13	10	-3
14	Program allows youth to participate in some of the decisions affecting the program.	26	26	0
15	Program sees youth in the context of their families.	20	20	0
16	Youth learn new skills.	24	22	-2
17	Youth learn about how the legal system works.	25	25	0
18	Youth learn how political and economic systems work.	28	28	0
19	Youth learn how to listen.	19	16	-3
20	Youth learn how to articulate what they need.	15	12	-3
21	Youth learn how to compromise.	23	18	-5
22	Youth learn how to resolve differences non-violently.	6	8	2
23	Youth develop new relationship with additional caring and supportive adults.	12	11	-1
24	Youth learn how to set high expectations for themselves.	5	7	2
25	Youth increase their level of participation at home.	18	19	1
26	Youth increase their level of participation at school.	16	23	7
27	Youth increase their level of participation in the community.	21	24	3
28	Program provides youth with a safe place for their participation.	4	5	1

Effort

STRATEGIES

JJCPA-funded programs implemented a wide array of strategies in working with youth, families, and communities - prevention, early interventions, and treatment. Programs are implementing the type of strategies and services recommended by Lisbeth B. Schorr's well-regarded research in the area of human services.

The JJCC and other community stakeholders have long known the importance of providing immediate interventions and appropriate sanctions for juvenile delinquents coupled with the importance of building family and community capacity to work with anti-social and other troubled youth. The National Juvenile Justice Action Plan emphasizes the importance of having a juvenile justice system that is equipped to address the breadth of juvenile problem behaviors. In addition to the County's focus on providing a full continuum of services, the County also strives to provide services that target criminogenic factors in the context of youth need and risk as discussed in Santa Clara County's *Comprehensive Multi-Agency Juvenile Justice Action Plan Update* from April 2007.

Risk, Need, Treatment

The County has shaped its services, in part, on the research of Dr. Edward Latessa, Head of the Department of Criminal Justice at the University of Cincinnati. Dr. Latessa's identified three core principles of effective interventions with juvenile offenders: Risk Principle, Need Principle, and Treatment Principle.

The Risk Principle states that treatment intervention should be used primarily with higher risk offenders. By matching levels of treatment services to the risk level of the offender, programs have increased their success as measured by program completion and reduced recidivism. Service providers must identify which of the population has the highest probability of recidivism and provide the most intensive intervention to these youth.

The Need Principle states that criminogenic predictors of crime and recidivism should be targeted. Criminogenic predictors include anti-social/pro-criminal attitudes, values, beliefs, and peers. These predictors manifest as poor self-control, poor problem solving skills, and lack of empathy.

The Treatment Principle states that treatment and services should be behavioral in nature. Programs seeking to reduce recidivism in juvenile offenders should use empirically valid behavior/social learning and cognitive behavioral services specific to risk level.

The Probation and Mental Health Departments have partnered to leverage funding opportunities through Medical and provide a higher level of expertise in mental health delivery. The partnership will allow for the County to contract with trained community-based family treatment providers in family counseling services of Brief Strategic Family³⁴

Therapy (BSFT) and Aggression Replacement Training (ART). BSFT is an evidence-based program and recommended in the Huskey Continuum of Services report. Three-quarters of participating families are expected to participate in this program. BSFT is a best practice model of family-centered counseling services that have been validated to work effectively with juvenile justice populations.

Delinquency Prevention is Cost Effective

Decades of research demonstrate that delinquency prevention is cost effective. According to the FY 2006 – 2007 Governor’s Budget Act, the cost of housing a juvenile ward in a State institution for one year is \$175,616.² Locally, the cost of housing a youth in Juvenile Hall for one year is \$103,295 based on the FY 2005 -2006 Probation Department Cost Allocation Plan, according to the Probation Department’s Fiscal Officer. In addition, national research estimates that the total cost to society of a young adult’s serious violent criminal career beginning at ages 18 to 23 years to be \$1.7 million to \$2.3 million.³ Therefore, the JJCPA program is cost effective if only two youth served this year were persuaded to follow a pro-social path that did not lead to a serious violent criminal career. Research conducted by experts Lipsey³, Tolan and Guerra⁴, Howell⁵, and Mendel⁶ also concludes that delinquency prevention works.

Youth Developmental Assets

JJCPA programs were directed to utilize strategies that focus on and foster youth developmental assets. Some of the 41 developmental assets prepared by the *Search Institute*, such as family boundaries, school engagement, and resistance skills are consistent with the scope of services provided by programs.

Implementing program components most conducive to building youth assets is an area for continuous improvement for grantees. Program staff members need to embrace youth resiliency as the cornerstone for their work, whether gang intervention or grief counseling. All program staff, regardless of type of program, need to focus on being a caring and supportive adult, connecting youth to other caring and supportive adults, having high expectations, and fostering a high level of participation – these are the fundamentals of resiliency. As researcher Dr. Emily Werner explains, “There’s no doubt about it, a close bond with a competent, emotionally stable caregiver seems to be essential in the lives of

² Office of Public and Employee Communication, Summary Fact Sheet, State of California, Department of Corrections and Rehabilitation, January 2007, http://www.cdcr.ca.gov/Reports_Research/summarys.html

³ Cohen, M.A. 1998. *The Monetary Value of Saving a High Risk Youth*. Washington, D.C.: The Urban Institute.

³ Lipsey, M.W. 1992. *Juvenile Delinquency Treatment, Meta-Analysis for Explanation: A Case Book*. N.Y. N.Y.: Russell Sage Foundation

⁴ Tolan, P., and Guerra, N. 1994 *What Works in Reducing Adolescent Violence, An Empirical Review of the Field*:. The Center for the Study and Prevention of Violence, University of Colorado.

⁵ Howell, J.C. 1995. *The Guide for implementing the Comprehensive Strategy for Serious, Violent, and Chronic Juvenile Offenders*. Wash. D.C.: U.S. Department of Justice.

⁶ Mendel, R.A. 1995. *Prevention or Pork? A Hard-Headed Look at Youth-Oriented Anti-Crime Programs*. Washington D.C.: American Youth Policy Forum

children who overcome great adversities. As we know from studies of resilient children, a lot of this nurturing can come from substitute parents, such as grandparents...”⁴

It is especially important for gang-involved youth to have a caring and supportive adult in their lives, in order to help change their anti-social mindset. They are, after all, most likely to be disconnected from such figures at school and in the community. Program staff need to see themselves as these figures. Staff need to build trusting relationships with the youth, to help them become pro-social in their thinking. The caveat for therapy-type settings is that the clinician, oftentimes, is limited by the boundaries of the therapeutic relationship. For example, therapists generally may not role model for youth because the youth’s interaction with the therapist is so limited. The confines of the therapeutic relationship preclude the youth from knowing about the therapist’s own “story” about overcoming adversity. A Youth Intervention Worker/Counselor on the other hand, may help a group of youth organize a community service project in the local neighborhood. He may spend one-on-one or group time helping the youth understand how he turned his own life around. Both theory-based and experimental research, as well as anecdotes, convey the power of these relationships.

Activities by Units of Service

JJCPA-funded programs implemented a wide variety of activities, as expected since the six programs are each unique in scope, target population, and expected outcomes. The following table shows the amount of units of service delivered or defined hours of direct service. The hours of direct service delivered by County or other staff members are not included since only community-based providers collected these data. As shown below, based on a total of 214,421 hours of direct service group workshops were the largest activity offered at 39.2%.

Table 23

Activities by Units of Service for all JJCPA Providers FY 2006 - 2008		
Activity	FY 07-08	FY 06-07
Outreach & Recruitment	0.6%	2.2%
Intake, Assessment and Individual Service Plan	14.7%	7.0%
Home/School Visit/Working with Parents	3.8%	6.9%
Individual, Group and Family Counseling	8.8%	11.9%
Case Management, Support Services and Referrals	6.4%	11.2%
Transportation	0.1%	0.9%
Field Trips, Community Service and Other Outings	26.4%	16.6%
Group Workshops	39.2%	43.4%
JJCPA - Wide	100.0%	100%

⁴ Werner, Emily. *How Children Become Resilient: Observations and Cautions*, 1999.

The same data is included in the following table but for each program. As indicated, the community-based providers of the Aftercare, MAAC, and Restorative Justice programs delivered most of their direct services in group settings. The Restorative Justice Program delivered over 53,000 units of services through field trip and community service activities, as well as over 58,000 units of service through group workshops. Most of Aftercare activities were delivered through group workshops and counseling because the case management component was no longer offered by a community-based organization.

SES, which is designed to deliver intensive case management services, indicated 44.6% in this category. The ESP program, which is intended to deliver individual and family counseling via BSFT model but struggled with engagement and commitment with clients spent more units of services on assessment process which included follow-up with clients. Evaluators will be working with the Mental Health Department to ensure that the activities captured in the UniCare contract monitoring system are useful to the JJCPA evaluation system. The Aggression Replacement Training (ART) group sessions accounted for 35% of services delivered.

Table 24

Activities by Units of Service by JJCPA Program

	Aftercare	ESP	MAAC	SES	RJP	RJP MP	Truancy	JJCPA-Wide
Outreach & Recruitment	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%	13.4%	0.6%
Intake and Assessment Process	1.9%	32.2%	0.0%	4.5%	18.3%	18.6%	17.2%	14.7%
Home/School Visit/Working with Parents	0.3%	0.0%	0.0%	22.9%	0.0%	0.0%	29.1%	3.8%
Individual and Family Counseling	21.6%	24.0%	5.5%	7.9%	8.3%	0.0%	14.9%	8.8%
Case Management, Support Services, and Referrals	13.5%	8.8%	0.0%	44.6%	0.0%	4.0%	25.3%	6.4%
Transportation	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%
Field Trips, Community Services, and Other Outings	3.2%	0.0%	0.0%	10.7%	35.3%	0.0%	0.0%	26.4%
Group Workshops	58.2%	35.1%	94.5%	9.4%	38.1%	73.1%	0.0%	39.2%
JJCPA-Wide	100.0%							

Length of Intervention

The following table shows the average number of days during the intervention period for each program. The Aftercare Program had the longest average intervention period with 129 days, which is consistent with the intention of it being a six-month program. The SES program is intended to be a one-year program. Evaluators are exploring with program staff why the average intervention period was only 123 days.

Table 25

**Average Length of Intervention
FY 2007-08**

Program	Average Number of Days
Aftercare	129
ESP	107
MAAC	55
RJP	71
SES	123
Truancy	116
JJCPA-Wide	100

Table 26

Length of Intervention Over Time

	Aftercare	ESP	MAAC	RJP	SES	Truancy
FY 2002-03	459	NA	51	91	NA	109
FY 2003-04	306		27	88		95
FY 2004-05	244		45	88		110
FY 2005-06	587		48	110		123
FY 2006-07	140		54	100		107
FY 2007-08	129	107	55	71	123	116

Effect

CUSTOMER SATISFACTION

Sample Size

The JJCPA Evaluation System is comprised of four core performance measures: customer satisfaction, developmental asset productivity, agency-specific service productivity, and local outcomes. Each of these measures is determined by survey results administered to the youth and parent at the end of program intervention. Staff members of each program also complete a survey about the youth that they served. The sample size for each survey type, by program, is listed in the table below. The parent surveys are not part of the MAAC evaluation design and are denoted by NA.

It should also be noted that a significant portion of youth who enter the Restorative Justice Program do not receive services from community-based organizations and therefore are not administered a survey. Many RJP youth are assigned to victim awareness workshops that are not included in the evaluation.

Also, the new Enhanced Services for High-Risk Probationers (ESP) program had very low number of surveys completed and thus an insignificant sample size and therefore will have only have asset level information from the RPRA instrument. The low survey count is due to many factors. Providers were still receiving training at the beginning of the year and didn't commence services until almost half way through the year. Additionally, providers have had a difficult time getting youth and families to commit to and complete the program.

Table 27

Number of Surveys Submitted, FY 2007-08				
	RPRA	Youth Survey	Parent Survey	Staff Survey
Aftercare	46	40	30	27
ESP	18	4	3	3
MAAC	477	463	NA	475
RJP	1,078	1,013	864	1,084
RJP Mentoring	10	73	73	76
SES	36	45	37	66
Truancy	231	215	209	241
JJCPA-Wide	1,896	1,853	1,216	1,972

Survey Questions

The first of these four measures covered in this report is customer satisfaction. The measure is determined by asking youth customers and their parents to respond to four standard customer satisfaction questions. The following is a list of the questions.

Youth

- I think the program I participated in was: (rated Poor to Great)
- I feel I benefited from this program: (rated Not at all, Some, or A lot)
- I thought the people who run the program were: (rated Very Helpful, Somewhat Helpful, or Not Helpful)
- Would you tell a friend or schoolmate to come to this program if he/she needed it? (rated Yes, No, or Maybe)

Parents of Youth Participants

- I think the program and activity my child participated in was: (rated Poor to Great)
- How much did your child benefit from this program and its activities? (rated Not at all, Some, or A lot)
- How much did the people who ran the program care about your child? (rated Not at all, Some, or A lot)
- Would you recommend this program to another family if they needed it? (rated Yes, No, or Maybe)

Summary Score

Evaluators developed a summary score, scaled from zero to 100, for each of the JJCPA-funded program. The summary score collapses the scores for each of the four questions noted above. **The overall summary customer satisfaction rating for youth customers was 82.4%. Similarly, the satisfaction level of parents was 86.1%.**

Table 28

Customer Satisfaction Rating by Program FY 2006 - 2008				
Programs	Youth-Rated		Parent-Rated	
	2007-08	2006-07	2007-08	2006-07
Aftercare	91.5%	87.4%	88.4%	92.3%
ESP	ID	NA	ID	NA
MAAC	79.9%	79.3%	NA	NA
RJP	82.5%	78.6%	87.7%	83.7%
RJP Mentoring	87.3%	82.8%	87.7%	81.1%
SES	87.4%	NA	89.0%	NA
Truancy	83.0%	79.9%	78.5%	84.6%
JJCPA-Wide	82.4%	79.4%	86.1%	83.5%

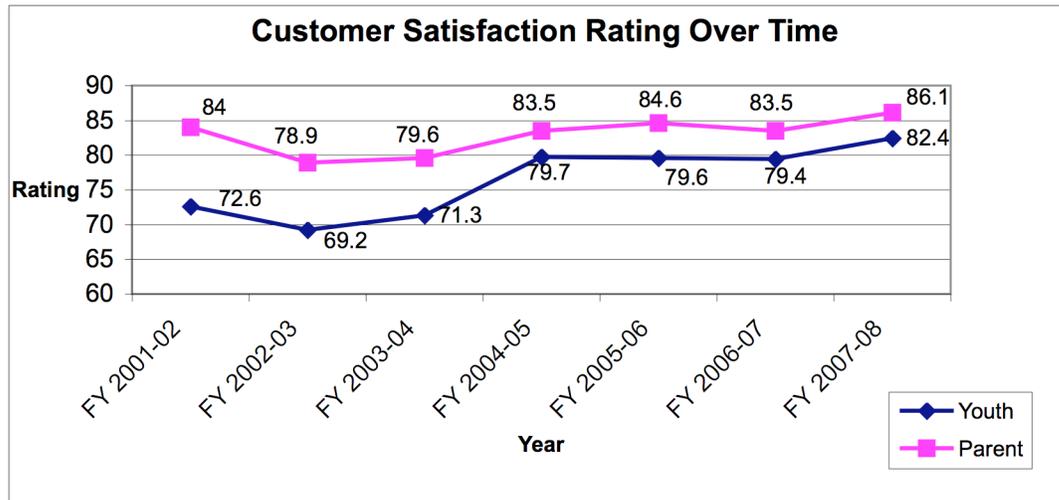
ID = Insufficient Data
NA = Not Applicable

A summary score of zero indicates that the respondent gave the lowest satisfaction mark; while 100 indicates that the respondent gave the highest satisfaction mark. Based on this range and the scores for similar youth and family service programs in other jurisdictions, **the JJCPA ratings for FY 07-08 continued to remain positive and each grew by 3% indicating that youth and parent customers were generally very satisfied with services.**

For the first time, Aftercare Services did not have the highest parent satisfaction summary score. While it remained high, it dropped by 4%. The SES program had the highest parent satisfaction with 89%. Parent surveys were not part of the evaluation design for Assessment Center, as denoted by NA.

Assessing the customer satisfaction ratings over time, JJCPA programs scored the highest since the beginning of the funding.

Chart 8



Effect

SERVICE PRODUCTIVITY

The second and third performance measures in the JJCPA Evaluation System are related to service productivity. Service productivity is a measure of how effective services were in producing the desired change (a change for the better) in customers. In the case of JJCPA, service productivity measures youth developmental assets and program-specific services. This evaluation technique gives program staff the opportunity to understand the specific ways in which their customers are better off due to their unique program components. These changes may include improved skills, gain in knowledge, acquired assets, improved attitudes, and improved behaviors.

Customer Opinion and Service Productivity

As with customer satisfaction, service productivity is based on the opinions of the youth participants, their parents, and staff members. Essentially, productivity measures the customer's opinions of the impact of JJCPA services on his/her life. Productivity measures are similar to customer satisfaction measures in that regard and have been used extensively by the private sector to measure service benefits to customers. This method is based on the premise that the person best able to determine whether or not a change has actually occurred is the person who experienced the change him/herself; in this case, this person is the JJCPA customer. Service productivity results are the key to the success of any service, whether in the public or private sector. Service productivity measures whether the service is producing value to the customer. Results are defined as benefits experienced or received by the customer.

Measuring Service Productivity

The measurement of service productivity in the JJCPA Evaluation System is based on the definition of services as transformations of people through a service. Services, according to Hill (1976), require the presence of a relationship between the producer and consumer that results in a change in the condition of the consumer, or something belonging to the consumer. For example, an automobile is a product that receives services: a tune up, oil and filter change, etc. The automobile remains the same, but the dirty oil is replaced by clean oil, thus resulting in a change in the status of the automobile. Hill explains that this change only occurs in the presence of the producer and consumer.

If school success improved as a result of receiving services from a particular grantee, then a positive change was counted. If school success got worse as a result of receiving services from a grantee, then a negative change was counted. Following the model of Roos (1997) for calculating service productivity in hospitals as the sum of all changes in functioning, the sum of the positives and negatives was calculated to obtain a total count. The percent of productivity for each grantee was calculated as the average score across all respondents.

If more negative changes than positive changes occurred, the percentage would be negative, indicating that more unwanted changes occurred as a result of the services than desired changes. Scores could range from -100% to +100% with 0% meaning no change for the better. The following is an example of the scoring.

Four surveys are completed by four different youth. Each survey has 10 questions, for which the responses are Better, Worse, Same, or Don't Know. The following tables show how each youth completed his/her survey.

Youth 1

Q	Better	Worse	Same	Don't Know
1	X			
2	X			
3		X		
4			X	
5			X	
6			X	
7				X
8	X			
9	X			
10	X			
Total	5	1	3	1

Youth 2

Q	Better	Worse	Same	Don't Know
1		X		
2	X			
3	X			
4	X			
5	X			
6	X			
7	X			
8	X			
9	X			
10			X	
Total	8	1	1	0

Youth 3

Q	Better	Worse	Same	Don't Know
1	X			
2			X	
3				X
4	X			
5	X			
6	X			
7	X			
8	X			
9		X		
10	X			
Total	7	1	1	1

Youth 4

Q	Better	Worse	Same	Don't Know
1	X			
2	X			
3	X			
4	X			
5	X			
6	X			
7	X			
8	X			
9	X			
10	X			
Total	10	0	0	0

The scores across all questions and all respondents are as follows:

Better = 30 out of 40 Worse = 3 out of 40
 Same = 5 out of 40 Don't Know = 2 out of 40

Percent of Targeted Changes Achieved ('Better' responses)	Minus	Percent of Missed Changes ('Worse' responses)	Equals	Service Productivity
30/40 or 75%	-	3/40 or 7.5%	=	67.5%

The service productivity score for this set of four surveys is 67.5%.

Tying Outcomes to JJCPA Services

Evaluators have been struggling for decades with measuring outcomes and subsequently attempting to determine if the outcomes could be tied to the services delivered. For example, if a youth's school success improves, who was responsible for this improvement? Was it the service provider, the school, the parents, a new friend, a job, or any other number of influences on the youth's life that had an impact on this outcome? The JJCPA service productivity model asks the youth and the parent(s) directly if the JJCPA services specifically had an impact on the youth's school success, thereby directly tying the JJCPA service to outcomes. The current system does not indicate the extent to which the youth got better in school, for instance, but does indicate whether the service was effective in producing the desired change.

Developmental Asset Productivity Rating

A summary score was also determined for Developmental Asset Productivity. Youth, parents, and staff gave their opinions about various developmental asset variables. For each variable, each respondent was given four response choices: got better, stayed the same, got worse, or don't know. The following seven questions were used to develop the service productivity score for developmental assets. The Multi-Agency Assessment Center did not incorporate this feature of the evaluation design.

- 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 to 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:

The responses for these seven questions were used to generate a productivity score. **The youth-rated developmental asset service productivity across all programs is 60.4%. The parent-rated developmental asset productivity across all programs is 71.0%.**

Table 29 lists the results. The data columns show the developmental asset productivity score as reported by youth participants, their parents, and staff members, respectively. Results show that youth reported a 1.8% increase and that parents reported a 5.5% increase in positive asset change. The most significant increases for youth were in Restorative Justice Mentoring and Truancy Reduction Services programs. After a significant increase in the Aftercare Program youth- and parent-rated developmental asset productivity scores between FY 2005-06 and FY 2006-07, Aftercare was the only program to report a 0.7% decrease for youth-rated and 1.3% decrease for parent-rated asset development.

Table 29

Developmental Asset Productivity, FY 2006-08						
Program	Youth-Reported		Parent-Reported		Staff-Reported	
	FY 2007-08	FY 2006-07	FY 2007-08	FY 2006-07	FY 2007-08	FY 2006-07
Aftercare Services	86.3%	87.0%	87.7%	89.0%	85.2%	93.0%
ESP	ID	NA	ID	NA	ID	
MAAC	NA	NA	NA	NA	NA	NA
RJP	54.9%	54.1%	67.6%	63.3%	68.7%	65.4%
RJP Mentoring	73.4%	63.5%	78.0%	67.7%	89.8%	86.8%
SES	68.8%	NA	81.5%	NA	72.5%	NA
Truancy	74.7%	65.9%	78.9%	70.0%	70.0%	64.0%
JJCPA-Wide	60.4%	58.6%	71.0%	65.6%	71.0%	67.7%

Program-Specific Service Productivity Rating

The third component of the JJCPA Evaluation System is direct service productivity. Unlike developmental asset productivity where the same questions were posed to youth, parents and staff for all of the six funded programs, direct service productivity relies on program-specific questions that are tailored to various programs. Staff members of each program developed survey questions based on their unique program goals. Survey instruments were constructed to measure the productivity of the unique services provided by grantees. Translations were completed for those agencies who requested them.

Program-specific questions included:

- My ability to make good choices (such as avoiding drugs and alcohol) is:
- My ability to set educational goals:
- My ability to communicate with my parent/guardian is:
- My connection to other services or community programs:
- 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:

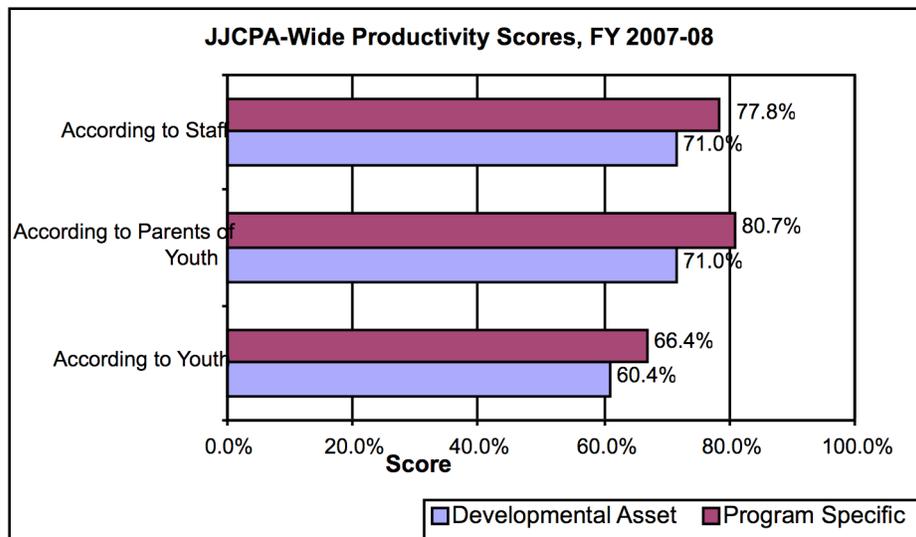
The program-specific service productivity scores are listed in Table 30. **The JJCPA-wide score for all youth respondents is 66.4%. The scores reported by parents ranged from 72.9% to 92.1%, as shown below.** The youth-reported program-specific productivity score had a 2% increase. Parent-reported and staff-reported productivity scores increased 4.5% and 2.4% respectively after demonstrating decreases in the previous year.

Table 30

Program-Specific Productivity, FY 2006-08						
Program	Youth-Reported		Parent-Reported		Staff-Reported	
	FY 2007-08	FY 2006-07	FY 2007-08	FY 2006-07	FY 2007-08	FY 2006-07
Aftercare Services	93.1%	93.1%	92.1%	94.3%	84.3%	92.7%
ESP	ID	NA	ID	NA	ID	NA
MAAC	57.2%	56.4%	NA	NA	71.5%	70.4%
RJP	66.1%	68.0%	81.0%	76.3%	81.3%	80.1%
RJP Mentoring	76.6%	68.5%	78.8%	73.1%	90.3%	89.2%
SES	73.8%	NA	72.9%	NA	66.5%	NA
Truancy	76.8%	67.4%	79.9%	77.5%	72.6%	67.3%
JJCPA-Wide	66.4%	64.5%	80.7%	76.2%	77.8%	75.4%

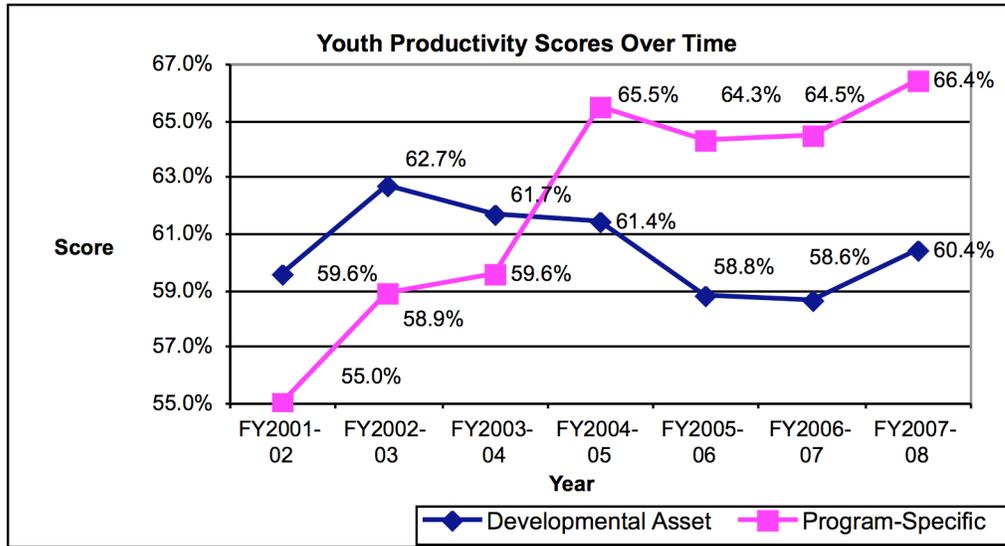
Chart 9 below illustrates the productivity scores by respondent across all JJCPA programs. The range for productivity ratings is -100 to 100. A -100 score would indicate that all respondents gave a “got worse” response for each variable.

Chart 9



The overall youth developmental asset productivity score increased by 1.9% after four straight years of decline. Program-specific productivity score also increased by 1.8% after two straight years. See the illustration below.

Chart 10



Making Data More Informative

The acceptability, appropriateness, and effectiveness of JJCPA services for the customers of Santa Clara County were assessed from three points of view—the youth who received services, their parents, and staff members who interacted with the customers. The effectiveness was assessed by calculating both asset development service productivity and direct service productivity.

Choices were made about which questions of each type to ask and how many to include in the questionnaires. Ideally, enough questions were included to learn what happened without causing the persons completing the questionnaires to lose interest in answering the questions. In order to determine whether enough questions were asked, and of the right kind, a psychometric evaluation was conducted on each type of assessment.

Assessing Reliability

The reliability of each questionnaire was determined by calculating the internal consistency of the items. Cronbach's alpha was calculated for the item responses after re-scaling them to a range from 0 to 1. Reliability ranges from zero (no consistency) to one (complete agreement among the items). In other words, a one means that youth answer the items so that all youth and all items can be ordered consistently. Desired levels of reliability are determined by the purpose behind using the scores. If decisions need to be made about placing a particular youth in one program versus another, the level of reliability should exceed .90. If decisions will be made about groups of youth, such as whether males or females benefited more from the program, the level of reliability should exceed .75. If multivariate analyses of these data are pursued to clarify patterns of service effectiveness, the level of reliability should exceed .60.

Continuous Improvement for JJCPA Evaluation Instruments

To support drawing inferences from the results presented in this evaluation report, we expected that the levels of reliability would exceed .60. One question achieved lower reliability (“Because of this program, my ability to stay out of trouble is:”) and was revised for FY 2004-05. As a result, question was re-worded to read: “Because of this program, my ability to stay safe is:”

Two steps can be taken to improve data quality for under-performing scales. One, those items that did not fit the pattern being followed by the other items in the scale can be removed. The column for deviant items indicates whether an item lowered the overall reliability of the scale when included. Two, the reliability of scales can be increased by adding items that measure the same concept and produce similar answer patterns to the other items. For example, customer satisfaction questions were revised beginning in FY 2002-03 and again revised for FY 2007 – 2008.

Assessing Validity

The validity of the assessment data indicates how well the underlying idea or concept is captured. In other words, when gathering subjective information with no physical referent, it is important to demonstrate that the pattern of results reflects expected differences based on conceptual distinctions. For example, it was expected that service productivity would not be too similar to service satisfaction or level of asset development, since the purpose was to measure different concepts. Also, it was expected that the youth, parents, and staff would tend to agree, not disagree, about service productivity and service satisfaction.

Validity testing was conducted in FY 2001-02 at the beginning of the JJCPA funding. For level of asset development, the three sub-scales correlated about .60 with each other and about .75 with the total score. This pattern of correlations indicates some agreement among the sub-scales and near-equal contributions to total score. None of these scales correlated over .30 with any of the other scales, thus demonstrating distinctiveness as expected. Social Attachment does not correlate over .30 with any other scale, as expected. Satisfaction scales correlated with service productivity scales to some degree within a source of data, about .40. Across sources of data (youth, parent, or staff) and within focus of assessment (satisfaction or service productivity) the correlations were sizable, .35 or higher, except for staff reporting on service productivity. The overall pattern of concurrent validity correlations consistently supported the selection of these scales as measuring distinct concepts.

By performing this evaluation of the quality of the JJCPA data, we learned that much of the data we are gathering is of sufficient quality to indicate how effective services are to the customers participating in the programs. Also, we learned that several scales could be improved. Most of the improvement will occur by adding questions to the questionnaires. The evaluation team recognizes that time is taken away from serving the youth to obtain these data and is striving to keep the questionnaires brief. Only after documenting why more questions are needed, are we willing to make the changes.

Accuracy of the Data

The quality of the responses that the three types of people make also is related to the reliability and validity of the assessment scales. Unless respondents think the information will be used, they may fail to complete the questionnaire thoughtfully. Thus, when agency staff members distribute the questionnaires to youth or parents, it is important to explain why we need this information. Respondents can be advised that what they report is confidential and that providing the most accurate information will help the agency to improve services.

The youth who complete the questionnaire while attending the program should be assured that the time needed to fully answer one questionnaire is less than 10 minutes and will not interfere with the day's schedule of activities. Some staff person should review all of the questionnaires that are completed and verify that the information requested was accurately and properly noted. In particular, only when the youth's date of birth and initials are correctly reported can analyses be performed which compare reports submitted at different times and by different types of people, i.e., youth, parents, and staff. Comparisons of different reports over time tell us whether the youth are doing better. Comparisons between the different sources of information tell us what the three groups agree about. Knowing what the consensus is reveals what issues should be addressed first.

Performance

LOCAL AND STATE OUTCOMES

The State Corrections Standards Authority (CSA) formerly known as the Board of Corrections (BOC) requires funded programs to report on six statewide outcomes.

These outcomes are:

1. Arrest Rate
2. Probation Completion Rate
3. Incarceration Rate
4. Restitution Completion Rate
5. Court-Ordered Community Service Completion Rate
6. Probation Violation Rate

In addition to these six CSA-required outcomes, programs were asked to develop and track local outcome measures – that is, measures that are specific to each unique program and selected by program staff. Each of the originally funded JJCPA programs stated their local outcome measures in the County’s Comprehensive Multi-Agency Juvenile Justice Plan. Subsequently, the ESP and SES programs identified their local outcome measures as stated in the table on the following page.

Statewide Outcomes Required by the Corrections Standards Authority

In order to report to the State Legislature on common outcome variables, the CSA developed six measures. The statewide outcomes were reported to the CSA reflect a different sample size for each program. For details on how the six measures are calculated, see the Table 90 on Page 108 of the report. The table below summarizes the results by program. The ESP program has insufficient data due to only one program participant completing the program and the 90-day evaluation period.

Table 31

State Board of Corrections-Required Outcomes, FY 2007-08						
Rate	Arrest	Probation Completion	Incarceration	Restitution Completion	Court-Ordered Community	Probation Violation
Aftercare Services	10.3%	29.8%	25.5%	19.4%	64.3%	21.6%
ESP	ID	ID	ID	ID	ID	ID
MAAC	12.1%	39.8%	15.0%	43.0%	72.7%	39.8%
RJP	4.2%	NA	0.5%	78.8%	NA	NA
SES	0.0%	7.4%	10.0%	NA	NA	14.8%
Truancy	0.0%	66.7%	0.0%	NA	NA	0.0%

ID = Insufficient Data

The Program Summary section will analyze whether the outcome on a year-to-year basis and whether it went in a positive or negative direction.

Local Outcome Measures

As explained earlier in the report, surveys are used to understand whether the youth customer experienced the desired changes as a result of participating in the program. The evaluation team reports the survey data about what specific desired changes the youth customers experienced. These desired changes are grouped into three categories: customer satisfaction, youth developmental assets, and program-specific.

At the inception of the JJCPA funding stream, each 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.

The data upon which a program's local outcome measure is based varies from program to program as well as outcome to outcome. For example, the Multi-Agency Assessment Center's (MAAC) local outcome measures consist of three process measures and the data is produced by the Probation Department and one determined by survey data.

In order to increase survey data validity, the evaluation team has made a change to the way it reports on local outcome measures. Rather than relying on one question to determine whether a program achieved its local outcome measure, the team will use three questions to make this determination. For example, if a program's local outcome measure is to improve communication between the youth and his/her parents the three relevant survey questions may be:

1. Because of this program, my ability to communication with my parent/guardian is:
2. Because of this program, my relationship with my parent/guardian is:
3. Because of this program, my ability to tell my parent/guardian what is going on in my life is:

The results of these questions will be collapsed into one score. The evaluation team will continue to report on customer satisfaction, developmental asset productivity, and program-specific productivity for all programs.

Each 'Program Summary' section includes analysis of this data with a results summary.

Table 32

JJCPA Local Outcomes - Fiscal Year 2001 - 2008								
Program	Goals	Actual FY 2001-02	Actual FY 2002-03	Actual FY 2003-04	Actual FY 2004-05	Actual FY 2005-06	Actual FY2006-07	Actual FY2007-08
Aftercare	70% of youth will report improved communication with his/her parent.	65%	83%	86%	79%	100%*	100%	81%
	70% of parents will report improved communication with their son/daughter.	NS	90%	91%	84%	100%*	95%	72%
	70% of youth will indicate an improvement in ability to not re-offend.	NA	NA	NA	NA	NA	93%	90%
	70% of parents will indicate an improvement in their child's ability to not re-offend.	NA	NA	NA	NA	NA	92%	91%
	60% of youth will successfully complete the ten-week initial aftercare period.	NS	65%	68%	79%	59%	57%	66%
Enhanced Services for High-Risk Probationers	50% of youth will report improved communication with his/her parent.	NA						IDA
	50% of parents will report improved communication with their son/daughter.	NA						IDA
	70% of youth will indicate an improvement in ability to not re-offend.	NA						IDA
	70% of parents will indicate an improvement in their child's ability to not re-offend.	NA						IDA
Multi-Agency Assessment Center	70% of youth will have an assessment completed within the first five days.	NA	NA	NA	NA	97%	97%	91%
	70% of youth will have a case plan within 10 days of admission to Juvenile Hall.	98%	80%	99%	79%	96%	96%	63%
	70% of youth will receive mental health, education, substance abuse, and risk classification assessments within 30 days.	79%	98%	78%	52%	92%	81%	91%
	70% of youth will indicate an understanding of how to make good choices	NA	NA	NA	NA	NA	57%	69%
Support and Enhanced Services	50% of youth will indicate an improvement in school attendance.	NA						67%
	50% of parents will indicate an improvement in their child's school attendance	NA						62%
	70% of youth will indicate an improvement in ability to make good choices.	NA						78%
	70% of parents will indicate an improvement in their child's ability to make good choices	NA						71%
Restorative Justice Program	70% of youth will report an increase in their understanding of the impact of his/her behavior on others.	NA	NA	NA	NA	NA	77%	75%
	70% of parents will report an increase in their child's understanding of the impact of his/her behavior on others.	NA	NA	NA	NA	NA	84%	86%
Truancy Reduction Services	50% of youth will indicate an improvement in school attendance.	NA	NA	NA	NA	NA	73%	78%
	50% of parents will indicate an improvement in their child's school attendance	73%	76%	80%	73%	76%	80%	73%
	70% of youth will report an improvement in their ability to seek support from their parents and other community services	NA	NA	NA	NA	NA	60%	59%
	70% of parents will report an improvement in their child's ability to seek support from them and other community services	NA	NA	NA	NA	NA	77%	60%

Program Recommendations

AFTERCARE SERVICES

The Probation Department should:

1. Continue to work towards solutions aimed at ensuring that youth are linked to services upon release into the community. Discussions with the Mental Health Department to find available slots for youth in MIOCR-funded agencies did not produced results. The Probation Department should be applauded for their recent decision to utilize other resources if MIOCR services are unavailable. As an example, of the underutilization of other available services, Gardner served 116 youth in FY 2006 – 07 and only served 37 youth in FY 2007 - 08.
2. Provide Gardner, Starlight, Community Solutions access to youth and families earlier in process when the youth are still in custody, so engagement can take place in an effort to have families buy-in to the services. Families must agree to participate which has been challenging for the providers especially with Juvenile Hall families who are not involved in a rehabilitative model like the Enhanced Ranch Program.
3. Continue to allow the needs of the youth to drive the referral for services, not the funding stream during the MDT process.
4. Explore the idea of having the same providers that are providing drug, alcohol, and mental health services inside the Ranches, provide the community-based services. This might be helpful in making those necessary linkages upon release easier.

The Community-based Partners should:

5. Seek continued guidance and training on how to develop parent/family engagement strategies in a culturally competent approach.
6. Work with Probation to utilize the contract monitoring system to continuously track and improve the program.

MULTI-AGENCY ASSESSMENT CENTER

The Probation Department should:

1. Continue to support CBO staff in communicating with Juvenile Hall unit staff to ensure timely access to youth when tensions flare.
2. Consider reviewing its policy that MAAC workshops are accessible only to those youth whose behavior is acceptable to attend. Instead of considering the workshops as 'rewards' and only available to those on certain behavior modification belt levels, review whether those youth whose behavior is not acceptable and perhaps not conducive to a productive group workshop might be in need of some other contact with the community-based provider via the one-on-ones. While this may be the process in some units, there continues to be evidence of inconsistencies in the way the different living units are operated.

The Community-based Partners should:

3. Ensure that curriculums are well prepared and relevant to the areas they are contracted to provide. Youth look forward to the workshops and in most cases are eager to participate and learn.
4. Communicate with Juvenile Hall staff about whether or not the provider will be available to make regularly scheduled workshops. Providers who normally perform all of the projected units of service before the end of year should still notify Probation staff when they don't plan to attend so Probation can plan accordingly. Probation's PACE staff and provider should revise the projected annual units of service if the provider consistently performs more.

RESTORATIVE JUSTICE PROGRAM

The Probation Department should:

1. Ensure that youth offenses have some direct correlation to community service and empathy activities, both in hours of service and activities assigned for community service. Probation officers should work more closely with RJP providers to determine what is most appropriate for youth clients that are being referred for community service to ensure that activities are developed with greater intentionality, geared towards increased empathy, and understanding of how their offense impacted the community at large.
2. Increase referral of youth with multiple citations, a history of aggression or gang-affiliation to the Restorative Justice Mentoring Program as

service providers have extensive experience working with this target population. Additionally, caring adult male mentors can serve as responsible role models to youth clients.

3. Notify the CBO provider delivering mentorship services to assist in contacting non-compliant youth clients and provide additional follow-up to deter youth from failing out of program.
4. Consider referring youth with aggression problems to RJP that should be involved in community service activities along the violence prevention competency development services to increase the likelihood of building empathy among youth clients.

The Community-based organizations should:

5. Work toward creating a more gender-balanced staff that reflects the predominately male customers in the program.
6. Increase staff training to match the needs of high-risk or gang-involved youth who are being referred to RJP providers.

SUPPORT AND ENHANCEMENT SERVICES

The Probation Department should:

1. Continue to strengthen communication between probation officers and service providers regarding status of youth clients' progress to ensure that all staff respond appropriately to client needs, particularly when youth client is in crisis and could potentially be at-risk for violation of probation.
2. Explore why the average length of time in the program is 123 days when the program allows youth to receive up to a year of service.
3. Explore creating a protocol to notify CBO providers when a youth client is no longer in the community due to violation of probation.

The Community-based Organizations should:

4. Explore expanding their program offerings to meet the identified needs of this new client population such as drug and alcohol and anger management for aggression issues.

TRUANCY REDUCTION SERVICES

The Community-based Organizations should:

1. Implement parent workshops to improve the parents' knowledge of resources available to assist them with their children's school readiness and performance.

Program Summary Pages

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:

- Reintegrate students into pro-social community life through independent living, foster homes, or home family reunification;
- Eliminate delinquency and self-defeating behaviors; and
- 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. There were two significant changes between Fiscal Year 2006 – 2007 and this evaluation year of 2007 – 2008. First was the discontinuation of the contract with California Youth Outreach to provide case management services and the introduction of the Probation Community Worker. Additionally, the Probation Department collaborated with the Mental Health Department to utilize Mentally Ill Offender Crime Reduction (MIOCR) State Grant Aftercare Services to help address the complex issues of this youth group and their families. Community Solutions served youth in the South County and Starlight served youth from San Jose and North County on a 25/75 split. These providers received training and began Brief Strategic Family Counseling (BSFT) and Aggression Replacement Training (ART) as well as additional outpatient mental health services.

Due to this blended funding strategy with the Mental Health Department for the Aftercare program, Community Solutions and Starlight services were included in the local outcomes portion of the evaluation but will not be included in the logic model. Only FLY and Gardner will have logic models as they are funded by JJCPA.

Primary Providers

- Probation Department
- Department of Alcohol and Drug Services
- Community-Based Service Providers:
 - Gardner Family Care Corporation
 - Fresh Lifelines for Youth
 - Community Solutions (MIOCR)
 - Starlight (MIOCR)

Partners

- Mental Health Department
- Pathway Society

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 section 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 re-establishing 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 know 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 Officers closes out the ITPS and returns the youth's case to a general supervision unit, if Probation dismissal is not possible.

Table 33

JJCPA Performance – Logic Model Evaluation System Aftercare Program, FY 2007-08																																	
Performance-Logic Model Term		Evaluation Questions	Answer to Evaluation Questions																														
E F F O R T	Inputs	What was spent on services?	FLY and Gardner in the Aftercare Program expended \$255,440 in JJCPA grant funds to deliver services.																														
	Customers	Who were the customers?	Served 56 customers. See appendix.																														
	Strategies	What service strategies were used?	Middle column shows percent of all units of service delivered in FY 2007-08.																														
			<table border="1"> <thead> <tr> <th>Activity</th> <th>FY 07-08</th> <th>FY 06-07</th> </tr> </thead> <tbody> <tr> <td>Outreach & Recruitment</td> <td>0.0%</td> <td>0.5%</td> </tr> <tr> <td>Intake, Assess. & ISP</td> <td>1.9%</td> <td>3.9%</td> </tr> <tr> <td>Home/School Visit/Parents</td> <td>0.3%</td> <td>7.3%</td> </tr> <tr> <td>Ind./Family Counsel</td> <td>21.6%</td> <td>26.5%</td> </tr> <tr> <td>Case Mgmt., Support, Refer.</td> <td>13.5%</td> <td>26.2%</td> </tr> <tr> <td>Transportation</td> <td>1.2%</td> <td>5.1%</td> </tr> <tr> <td>Field Trips & Cmty. Service</td> <td>3.2%</td> <td>0.8%</td> </tr> <tr> <td>Group Workshops</td> <td>58.2%</td> <td>29.6%</td> </tr> </tbody> </table>				Activity	FY 07-08	FY 06-07	Outreach & Recruitment	0.0%	0.5%	Intake, Assess. & ISP	1.9%	3.9%	Home/School Visit/Parents	0.3%	7.3%	Ind./Family Counsel	21.6%	26.5%	Case Mgmt., Support, Refer.	13.5%	26.2%	Transportation	1.2%	5.1%	Field Trips & Cmty. Service	3.2%	0.8%	Group Workshops	58.2%	29.6%
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Group Workshops	58.2%	29.6%																															
Output: Units of Service	How much service was provided?	Community-based providers of the Aftercare Program delivered 10,642 units of service. One unit of service equals one hour of direct service per customer.																															
Output: Cost per Unit of Service	What was the cost to provide services?	The cost per unit of service for the services delivered by the community-based providers was \$24.00.																															
E F F E C T	Performance Measure: Customer Satisfaction	Were customers satisfied with services?	The average customer satisfaction rating (out of 100 possible points) was: <input type="checkbox"/> youth-reported = 93.3% <input type="checkbox"/> parent-reported = 88.8%																														
	Performance Measure: Productivity Outcomes	Were services effective in producing the desired change?	Productivity scores (range from -100% to +100%) reflect the percent of targeted changes achieved minus the percent of targeted changes missed. Scores are listed by respondent.																														
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Service Productivity	Youth-Reported		Parent-Reported		Staff-Reported																												
	FY 07-08	FY06-07	FY07-08	FY06-07	FY07-08	FY06-07																											
Dev. Asset	86.6%	74%	90.0%	79%	93.7%	86%																											
Program-Specific	95.8%	86%	98.5%	87%	95.9%	86%																											

Table 34

JJCPA Performance – Logic Model Evaluation System Aftercare Program – Fresh Lifelines for Youth, FY 2007-08																														
Performance-Logic Model Term		Evaluation Questions	Answer to Evaluation Questions																											
E F F O R T	Inputs	What was spent on services?	Fresh Lifelines for Youth spent \$39,140 to deliver services for the Aftercare Program.																											
	Customers	Who were the customers?	19 youth customers																											
	Strategies	What service strategies were used?	<p>Middle column shows percent of all units of service delivered in FY 2007-08.</p> <table border="1"> <thead> <tr> <th>Activity</th> <th>FY07-08</th> <th>FY 06-07</th> </tr> </thead> <tbody> <tr> <td>Outreach & Recruitment</td> <td>0.0%</td> <td>0.3%</td> </tr> <tr> <td>Intake, Assess. & ISP</td> <td>0.5%</td> <td>15.9%</td> </tr> <tr> <td>Home/School Visit/Parents</td> <td>0.9%</td> <td>0.0%</td> </tr> <tr> <td>Case Mgmt., Support, Refer.</td> <td>33.9%</td> <td>20.0%</td> </tr> <tr> <td>Ind./Family Counsel</td> <td>0.0%</td> <td>0.0%</td> </tr> <tr> <td>Transportation</td> <td>3.4%</td> <td>28.9%</td> </tr> <tr> <td>Field Trips & Cmty. Service</td> <td>5.5%</td> <td>7.7%</td> </tr> <tr> <td>Group Workshops</td> <td>55.8%</td> <td>27.1%</td> </tr> </tbody> </table>	Activity	FY07-08	FY 06-07	Outreach & Recruitment	0.0%	0.3%	Intake, Assess. & ISP	0.5%	15.9%	Home/School Visit/Parents	0.9%	0.0%	Case Mgmt., Support, Refer.	33.9%	20.0%	Ind./Family Counsel	0.0%	0.0%	Transportation	3.4%	28.9%	Field Trips & Cmty. Service	5.5%	7.7%	Group Workshops	55.8%	27.1%
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Field Trips & Cmty. Service	5.5%	7.7%																												
Group Workshops	55.8%	27.1%																												
Output: Units of Service	How much service was provided?	Fresh Lifelines for Youth delivered 3,839 units of service. One unit of service equals one hour of direct service per customer.																												
Output: Cost per Unit of Service	What was the cost to provide services?	The cost per unit of service for this provider was \$10.20.																												
E F F E C T	Performance Measure: Customer Satisfaction	Were customers satisfied with services?	<p>The average customer satisfaction rating (out of 100 possible points) was:</p> <ul style="list-style-type: none"> <input type="checkbox"/> youth-reported = 95.8% <input type="checkbox"/> parent-reported = 93.8% 																											
	Performance Measure: Productivity Outcomes	Were services effective in producing the desired change?	<p>Productivity scores (scale from -100% to +100%) reflect the percent of targeted changes achieved minus the percent of targeted changes missed. Developmental asset and program-specific targeted changes are listed by respondent.</p> <table border="1"> <thead> <tr> <th rowspan="2">Service Productivity</th> <th colspan="2">Youth-Reported</th> <th colspan="2">Parent-Reported</th> <th colspan="2">Staff-Reported</th> </tr> <tr> <th>FY07-08</th> <th>FY 06-07</th> <th>FY07-08</th> <th>FY 06-07</th> <th>FY07-08</th> <th>FY 06-07</th> </tr> </thead> <tbody> <tr> <td>Dev. Asset</td> <td>81%</td> <td>66%</td> <td>90%</td> <td>79.4%</td> <td>90%</td> <td>83.8%</td> </tr> <tr> <td>Program-Specific</td> <td>93%</td> <td>85%</td> <td>100%</td> <td>82.2%</td> <td>97%</td> <td>85.3%</td> </tr> </tbody> </table>	Service Productivity	Youth-Reported		Parent-Reported		Staff-Reported		FY07-08	FY 06-07	FY07-08	FY 06-07	FY07-08	FY 06-07	Dev. Asset	81%	66%	90%	79.4%	90%	83.8%	Program-Specific	93%	85%	100%	82.2%	97%	85.3%
Service Productivity	Youth-Reported		Parent-Reported		Staff-Reported																									
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Dev. Asset	81%	66%	90%	79.4%	90%	83.8%																								
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Table 35

JJCPA Performance – Logic Model Evaluation System Aftercare Program – Gardner, FY 2007-08								
Performance-Logic Model Term		Evaluation Questions	Answer to Evaluation Questions					
E F F O R T	Inputs	What was spent on services?	Gardner spent \$216,300 to deliver services for the Aftercare Program.					
	Customers	Who were the customers?	71 youth customers					
	Strategies	What service strategies were used?	Middle column shows percent of all units of service delivered in FY 2007-08.					
			Activity	FY 07-08	FY 06-07			
			Outreach & Recruitment	0.0%	0.0%			
			Intake, Assess. & ISP	2.7%	3.0%			
		Home/School Visit/Parents	0.0%	0.0%				
		Case Mgmt., Support, Refer.	2.0%	9.2%				
		Ind./Family Counsel	33.8%	24.8%				
		Transportation	0.0%	0.0%				
		Field Trips & Cmty. Service	1.9%	0.0%				
		Group Workshops	59.6%	63.0%				
	Output: Units of Service	How much service was provided?	Gardner delivered 6,803 units of service. One unit of service equals one hour of direct service per customer.					
	Output: Cost per Unit of Service	What was the cost to provide services?	The cost per unit of service for this provider was \$31.79.					
E F F E C T	Performance Measure: Customer Satisfaction	Were customers satisfied with services?	The average customer satisfaction rating (out of 100 possible points) was: <input type="checkbox"/> youth-reported = 91.3% <input type="checkbox"/> parent-reported = 85.8%					
	Performance Measure: Productivity Outcomes	Were services effective in producing the desired change?	Productivity scores (scale from -100% to +100%) reflect the percent of targeted changes achieved minus the percent of targeted changes missed. Developmental asset and program-specific targeted changes are listed by respondent.					
			Service Productivity	Youth-Reported		Parent-Reported		Staff-Reported
			FY07-08	FY 06-07	FY07-08	FY 06-07	FY07-08	FY 06-07
		Dev. Asset	91.2%	77.0%	90.0%	78.8%	98%	87.5%
		Program-Specific	97.7%	86.0%	97.6%	89.7%	95%	85.7%

On the following table is a historical summary of results from the logic model pertaining to customer satisfaction, developmental asset service productivity and program-specific productivity in addition to the Local Outcomes Goals.

Local Outcomes data is based on results from youth participating in Gardner and FLY's JJCPA funded programs as well as those programs not funded by JJCPA but a part of the Aftercare Collaborative and the evaluation design – Community Solutions, Starlight, Department of Alcohol and Drug Services.

The highlight of the Aftercare Program outcomes is the increased success rate for those youth exiting the ranch and completing the initial ten-week aftercare period. During FY 2007 – 08, two-thirds of the youth made it through the 'pre-release' portion of the program and carried on into the remainder of the Aftercare Program.

Table 36

JJCPA Local Outcomes and Results Summary								
Aftercare Program								
Program	Goal	Actual FY 2001-02	Actual FY 2002- 03	Actual FY 2003- 04	Actual FY 2004-05	Actual FY 2005-06	Actual FY2006-07	Actual FY2007- 08
A F T E R C A R E	70% of youth will report improved communication with his/her parent.	65%	83%	86%	79%	100%*	100%	81%
	70% of parents will report improved communication with their son/daughter.	NS	90%	91%	84%	100%*	95%	72%
	50% of youth will indicate an improvement in the youth's school attendance.	NS	71%	81%	79%	100%*	98%	NA
	50% of parents will indicate an improvement in the youth's school attendance.	NS	80%	88%	85%	100%*	95%	NA
	60% of youth will successfully complete the ten-week initial aftercare period.	NS	65%	68%	79%	59%	57%	66%
	70% of youth will indicate an improvement in ability to not re-offend.	NA	NA	NA	NA	NA	93%	90%
	70% of parents will indicate an improvement in their child's ability to not re-offend.	NA	NA	NA	NA	NA	92%	91%
	70% average youth customer satisfaction rating	NA	NA	89%	84%	79%	87%	92%
	70% average parent customer satisfaction rating	NA	NA	93%	91%	88%	92%	88%
	60% youth developmental asset service productivity, as reported by youth.	NA	NA	NA	76%	61%	87%	86%
	60% youth developmental asset service productivity, as reported by parent.	NA	NA	NA	84%	73%	89%	88%
	60% program-specific service productivity, as reported by youth.	NA	NA	NA	69%	68%	93%	93%
	60% program-specific service productivity, as reported by parents.	NA	NA	NA	85%	80%	94%	92%

The State Outcomes are evaluated over the six-months after a youth exits the Aftercare Program. Of the six measurements, all are headed in a positive direction except for restitution and community service completion. Arrest and incarceration rates dropped by 5% each and probation completion increased by almost 17%.

Table 37

State Required Outcomes, FY 2001-2008							
Outcome (Rate)	Arrest	Probation Completion	Incarceration	Restitution Completion	Court-Ordered Community Service Completion	Probation Violation	
A f t e r c a r e	→	FY 01-02	NS	NS	NS	NS	NS
	FY 02-03	52.9%	27.6%	54.4%	26.0%	62.0%	51.4%
	FY 03-04	24.0%	65.0%	8.0%	30.0%	68.0%	12.0%
	FY 04-05	28.4%	67.0%	22.8%	40.0%	82.7%	18.3%
	FY 05-06	NS	4.2%	42.0%	13.0%	37.0%	38.0%
	FY 06-07	15.2%	12.9%	30.9%	76.0%	72.3%	24.2%
	FY 07-08	10.3%	29.8%	25.5%	19.4%	64.3%	21.6%

Table 38

One-Year Trend for Intermediate Outcomes FY 2006 - 2007 to FY 2007-08						
	Arrest	Probation Completion	Incarceration	Restitution Completion	Court-Ordered Community Service	Probation Violation
Aftercare	↘	↗	↘	↘	↘	↘

The following table shows the RPPA scores for the Aftercare lead community-based partner. As illustrated below, the Aftercare Program serviced low asset level youth during fiscal year 2007-08. There was a 6% decrease in the youth's assets level compared to the previous year. Risk avoidance asset level dropped by 3.5% and the protective asset level dropped by 4%. Resiliency and social attachment asset levels remained the same.

Probation Community Workers administered the RPPA assessment tool during this evaluation year because this staff was identified as interacting with the greatest number of Aftercare youth. In the other JJCPA programs, CBO providers administer the tool.

Table 39
Aftercare

Agency	Asset Level	Total Assets		Risk Avoidance	Protective	Resiliency	Social Attachment
	FY07-08	FY07-08	FY 06-07	FY07-08	FY07-08	FY07-08	FY07-08
Program-wide	LOW	80.7%	86.0%	76.5%	86.6%	78.4%	84.3%

Aftercare youth continue to reside in generally the same areas of the county as in the previous evaluation year. The Mayfair neighborhood had the greatest drop in ranking from the #2 rank to out of the Top 5 but the number of youth only decreased by 2 youth. This indicates that the Top 5 zip code areas have a greater concentration of Aftercare youth. The South San Jose area near Oak Grove High School joined the Top 5 zip codes for the first time with 12 youth clients.

Table 40

**Zip Codes with Most Aftercare Clients
by Rank and Number**

		FY07-08	#	FY06-07	#
King/Ocala/Overfelt HS	95122	1	27	1	14
Andrew Hill HS/Edenvale	95111	2	24	3	11
Downtown San Jose	95112	3	18	4	10
Alum Rock/James Lick HS	95127	3	18	5	9
Gilroy	95020	4	16	1	14
S. San Jose/Oak Grove HS	95123	5	12	-	-
Mayfair	95116	-	11	2	13
N. San Jose/Indepen. HS	95133	-	11	3	11

Program Summary Pages

ENHANCED SERVICES FOR HIGH-RISK PROBATIONERS

Overview

Following the Continuum of Services Report that Probation Department commissioned in 2005, the Juvenile Justice Coordinating Council realigned JJCPA programming to fund evidence-based treatment services for high-risk youth on probation. The enhanced services are intended to reduce the number of youth failing probation and alternatives to detention through outpatient mental health treatment services, as well as family intervention counseling. The Mental Health Department was provided JJCPA funds to contract with agencies to provide Brief Strategic Family Therapy (BSFT) and Aggression Replacement Training (ART).

Providers expended a total of \$220,689 allocated by the Mental Health Department with 54% supporting start-up costs related to training. The University of Miami provided up front training and continues to provide ongoing training. Providers spent \$119,671 in these 'start-up' costs. The logic models reflect the remaining \$101,018 in JJCPA funding for direct services to clients.

Primary Partners

- Mental Health Department
- Probation Department
- Community Solutions
- Starlight

Program Approach

A minor who is placed on probation, is classified high risk, or high need or both, and/or is having difficulties complying with the terms of their probation, and the Probation Officer believes the minor may need cognitive-based counseling to overcome the issues they face, coupled with an unstable family environment, the Probation Officer may make a referral to ESP. The referral becomes all the more necessary if there is a history or manifestations of mental health problems. This program is available to youth assigned to general supervision probation officers and youth who are on the Electronic Monitoring Program (EMP) after being in custody.

BSFT is designed as a 12-week treatment program. Providers found it very challenging to engage families initially and then keep them committed to this therapeutic program. Of those youth and families that did commit to the program, most had inconsistent attendance as the therapeutic process moved into deeper issues that were difficult for families to tackle.

Because of this very low program completion the number of evaluation surveys completed were an insignificant sample size (4 youth, 2 parent surveys). Therefore, insufficient data available will be reported in most cases except for data related to the asset levels of the youth as 18 RPRA assessments were completed. The low completion and survey count is due to many factors. Providers were still receiving training at the beginning of the year and didn't commence services until almost half way through the year. Additionally, providers have had a difficult time getting youth and families to commit to and complete the program.

Fiscal Year 2007 – 2008 Client Summary

Based upon information from the Mental Health Department, of the 60 youth participants who entered the program, 13 were noted as discharged. Of the 13 youth with discharge dates, six were discharged due to Probation violation action and were sent back into custody. Community Solutions only discharged one client and Starlight discharged six clients, these are considered program completions. Four youth, two parent, and three staff exit surveys were administered by Starlight. Starlight also administered 18 RPRA asset assessment tools. Community Solutions only administered one parent survey. Therefore, while the exit data is insufficient to report out, this scenario suggests that the providers did attempt to implement the evaluation design for those youth who entered and completed the program. During this first year of service delivery, the client population that completed the program was too insignificant to draw conclusions.

Service Delivery

34 youth received ART

15 youth received BSFT

10 youth received both ART and BSFT

21 youth received other Mental Health services other than ART or BSFT

Table 41

JJCPA Performance – Logic Model Evaluation System Enhanced Services for High-Risk Probationers (ESP) Program, FY 2007-08																				
Performance-Logic Model Term	Evaluation Questions	Answer to Evaluation Questions																		
E F F O R T	Inputs	What was spent on services? ESP providers spent \$101,018 in JJCPA funds to deliver direct services for the Enhanced Services for High-Risk Probationers Program.																		
	Customers	Who were the customers? 60 youth customers See appendix																		
	Strategies	What service strategies were used? Shows percent of all units of service delivered in FY 2007-08. <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>Activity</th> <th>FY 07-08</th> </tr> </thead> <tbody> <tr> <td>Outreach & Recruitment</td> <td style="text-align: right;">0%</td> </tr> <tr> <td>Intake, Assess. & ISP</td> <td style="text-align: right;">0%</td> </tr> <tr> <td>Home/School Visit/Parents/Other MH Svcs</td> <td style="text-align: right;">53%</td> </tr> <tr> <td>Ind./Family Counsel/Rehab</td> <td style="text-align: right;">8%</td> </tr> <tr> <td>Case Mgmt., Support, Referral</td> <td style="text-align: right;">9%</td> </tr> <tr> <td>Transportation</td> <td style="text-align: right;">0%</td> </tr> <tr> <td>Field Trips & Cmty. Service</td> <td style="text-align: right;">0%</td> </tr> <tr> <td>Group Workshops/Sessions</td> <td style="text-align: right;">30%</td> </tr> </tbody> </table>	Activity	FY 07-08	Outreach & Recruitment	0%	Intake, Assess. & ISP	0%	Home/School Visit/Parents/Other MH Svcs	53%	Ind./Family Counsel/Rehab	8%	Case Mgmt., Support, Referral	9%	Transportation	0%	Field Trips & Cmty. Service	0%	Group Workshops/Sessions	30%
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Case Mgmt., Support, Referral	9%																			
Transportation	0%																			
Field Trips & Cmty. Service	0%																			
Group Workshops/Sessions	30%																			
Output: Units of Service	How much service was provided? ESP providers delivered 1,062 units of service. One unit of service equals one hour of direct service per customer.																			
Output: Cost per Unit of Service	What was the cost to provide services? The cost per unit of service for this provider was \$95.12.																			
E F F E C T	Performance Measure: Customer Satisfaction Were customers satisfied with services?	The average customer satisfaction rating (out of 100 possible points) was: ● youth-reported = IDA ● parent-reported = IDA																		
	Performance Measure: Productivity Outcomes Were services effective in producing the desired change?	Productivity scores (scale from -100% to +100%) reflect the percent of targeted changes achieved minus the percent of targeted changes missed. Developmental asset and program-specific targeted changes are listed by respondent. <i>Insufficient Data Available</i>																		

Table 42

JJCPA Performance – Logic Model Evaluation System Enhanced Services for High-Risk Probationers (ESP) Program, FY 2007-08 Community Solutions																					
Performance-Logic Model Term		Evaluation Questions	Answer to Evaluation Questions																		
E F F O R T	Inputs	What was spent on services?	Community Solutions spent \$20,016 in JJCPA funds to deliver services for the Enhanced Services for High-Risk Probationers Program.																		
	Customers	Who were the customers?	9 youth customers																		
	Strategies	What service strategies were used?	Shows percent of all units of service delivered in FY 2007-08. <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Activity</th> <th style="text-align: right;">FY 07-08</th> </tr> </thead> <tbody> <tr> <td>Outreach & Recruitment</td> <td style="text-align: right;">0%</td> </tr> <tr> <td>Intake, Assess. & ISP</td> <td style="text-align: right;">0%</td> </tr> <tr> <td>Home/School Visit/Parents/Other MH Svcs</td> <td style="text-align: right;">58%</td> </tr> <tr> <td>Ind./Family Counsel</td> <td style="text-align: right;">7%</td> </tr> <tr> <td>Case Mgmt., Support, Refer.</td> <td style="text-align: right;">11%</td> </tr> <tr> <td>Transportation</td> <td style="text-align: right;">0%</td> </tr> <tr> <td>Field Trips & Cmty. Service</td> <td style="text-align: right;">0%</td> </tr> <tr> <td>Group Workshops/Sessions</td> <td style="text-align: right;">25%</td> </tr> </tbody> </table>	Activity	FY 07-08	Outreach & Recruitment	0%	Intake, Assess. & ISP	0%	Home/School Visit/Parents/Other MH Svcs	58%	Ind./Family Counsel	7%	Case Mgmt., Support, Refer.	11%	Transportation	0%	Field Trips & Cmty. Service	0%	Group Workshops/Sessions	25%
	Activity	FY 07-08																			
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Case Mgmt., Support, Refer.	11%																				
Transportation	0%																				
Field Trips & Cmty. Service	0%																				
Group Workshops/Sessions	25%																				
Output: Units of Service	How much service was provided?	Community Solutions delivered 198 units of service. One unit of service equals one hour of direct service per customer.																			
Output: Cost per Unit of Service	What was the cost to provide services?	The cost per unit of service for this provider was \$101.09.																			
E F F E C T	Performance Measure: Customer Satisfaction	Were customers satisfied with services?	The average customer satisfaction rating (out of 100 possible points) was: <ul style="list-style-type: none"> ● youth-reported = IDA ● parent-reported = IDA 																		
	Performance Measure: Productivity Outcomes	Were services effective in producing the desired change?	Productivity scores (scale from -100% to +100%) reflect the percent of targeted changes achieved minus the percent of targeted changes missed. Developmental asset and program-specific targeted changes are listed by respondent. <p style="text-align: center;"><i>Insufficient Data Available</i></p>																		

Table 43

JJCPA Performance – Logic Model Evaluation System Enhanced Services for High-Risk Probationers (ESP) Program, FY 2007-08 Starlight																					
Performance-Logic Model Term		Evaluation Questions	Answer to Evaluation Questions																		
E F F O R T	Inputs	What was spent on services?	Starlight spent \$81,002 in JJCPA funds to deliver direct services in Enhanced Services for High-Risk Probationers Program.																		
	Customers	Who were the customers?	51 youth customers																		
	Strategies	What service strategies were used?	Middle column shows percent of all units of service delivered in FY 2007-08. <table border="1" style="margin-top: 10px;"> <thead> <tr> <th>Activity</th> <th>FY 07-08</th> </tr> </thead> <tbody> <tr> <td>Outreach & Recruitment</td> <td style="text-align: right;">0%</td> </tr> <tr> <td>Intake, Assess. & ISP</td> <td style="text-align: right;">0%</td> </tr> <tr> <td>Home/School Visit/Parents/Other MH Svcs</td> <td style="text-align: right;">52%</td> </tr> <tr> <td>Ind./Family Counsel</td> <td style="text-align: right;">9%</td> </tr> <tr> <td>Case Mgmt., Support, Refer.</td> <td style="text-align: right;">8%</td> </tr> <tr> <td>Transportation</td> <td style="text-align: right;">0%</td> </tr> <tr> <td>Field Trips & Cmty. Service</td> <td style="text-align: right;">0%</td> </tr> <tr> <td>Group Workshops/Sessions</td> <td style="text-align: right;">31%</td> </tr> </tbody> </table>	Activity	FY 07-08	Outreach & Recruitment	0%	Intake, Assess. & ISP	0%	Home/School Visit/Parents/Other MH Svcs	52%	Ind./Family Counsel	9%	Case Mgmt., Support, Refer.	8%	Transportation	0%	Field Trips & Cmty. Service	0%	Group Workshops/Sessions	31%
	Activity	FY 07-08																			
	Outreach & Recruitment	0%																			
	Intake, Assess. & ISP	0%																			
Home/School Visit/Parents/Other MH Svcs	52%																				
Ind./Family Counsel	9%																				
Case Mgmt., Support, Refer.	8%																				
Transportation	0%																				
Field Trips & Cmty. Service	0%																				
Group Workshops/Sessions	31%																				
Output: Units of Service	How much service was provided?	Starlight delivered 864 units of service. One unit of service equals one hour of direct service per customer.																			
Output: Cost per Unit of Service	What was the cost to provide services?	The cost per unit of service for this provider was \$93.75.																			
E F F E C T	Performance Measure: Customer Satisfaction	Were customers satisfied with services?	The average customer satisfaction rating (out of 100 possible points) was: • youth-reported = IDA • parent-reported = IDA																		
	Performance Measure: Productivity Outcomes	Were services effective in producing the desired change?	Productivity scores (scale from -100% to +100%) reflect the percent of targeted changes achieved minus the percent of targeted changes missed. Developmental asset and program-specific targeted changes are listed by respondent. <i>Insufficient Data Available</i>																		

The Enhanced Services for High-Risk Probationers has insufficient data due to only one program participant completing the program and the 90-day evaluation period. Subsequently, there is not any trend data to report.

Table 44

State Required Outcomes FY 2007- 2008						
	Arrest	Probation Completion	Incar- ceration	Restitution Completion	Court- Ordered Community Service Completion	Probation Violation
ESP	ID	ID	ID	ID	ID	ID

ID = Insufficient Data

On the following table is a summary of results from the logic model pertaining to customer satisfaction, developmental asset service productivity and program-specific productivity in addition to the Local Outcomes Goals. **The results are insufficient to report due to only four youth surveys and two parent surveys completed for analysis.**

Table 45

JJCPA Local Outcomes and Results Summary Enhanced Services for High-Risk Probationers (ESP) Program			
Program	Goals	Actual FY 2001- 2007	Actual FY2007- 2008*
E S P	50% of youth will report improved communication with his/her parent.	NA	IDA
	50% of parents will report improved communication with their son/daughter.	NA	IDA
	70% of youth will indicate an improvement in ability to not re-offend.	NA	IDA
	70% of parents will indicate an improvement in their child's ability to not re-offend.	NA	IDA
	70% average youth customer satisfaction rating	NA	IDA
	70% average parent customer satisfaction rating	NA	IDA
	60% youth developmental asset service productivity, as reported by youth.	NA	IDA
	60% youth developmental asset service productivity, as reported by parent.	NA	IDA
	60% program-specific service productivity, as reported by youth.	NA	IDA
	60% program-specific service productivity, as reported by parents.	NA	IDA

**NA = Not Applicable
IDA = Insufficient Data Available**

Starlight administered 18 Risk Avoidance, Protective, Resiliency Asset (RPRA) assessment tools, which is sufficient to report out. Based on these clients, the ESP program served low asset youth with very low risk avoidance assets.

Table 46

Agency	Asset Level	Total Assets	Risk			Social
			Avoidance	Protective	Resiliency	Attachment
	FY 07-08	FY 07-08	FY 07-08	FY 07-08	FY 07-08	FY 07-08
Community Solutions	ND	ND	ND	ND	ND	ND
Starlight	LOW	80.7%	75.5%	87.2%	77.5%	84.7%
All Programs	LOW	80.7%	75.5%	87.2%	77.5%	84.7%

Half of the ESP clients reside in the following zip codes of the county. Youth from the South San Jose area near Oak Grove High School had the highest participation rate at 13%. All 8 youth were Hispanic; two were females. Of these 28 youth, 82% were youth of color.

Table 47

**Zip Codes with Most ESP Clients
by Rank and Number**

		Rank	#
S. San Jose/Oak Grove HS	95123	1	8
Andrew Hill/Edenvale	95111	2	4
Milpitas	95035	2	4
Morgan Hill	95037	3	3
Mayfair	95116	3	3
Evergreen/Silver Creek HS	95121	3	3
King/Ocala/Overfelt HS	95122	3	3

Program Summary Pages

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
- Community-Based Service Providers:
 - Asian American Recovery Services
 - Asian Americans for Community Involvement
 - 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.

Table 48

JJCPA Performance – Logic Model Evaluation System Multi-Agency Assessment Center, FY 2007-08																			
Performance-Logic Model Term		Evaluation Questions	Answer to Evaluation Questions																
E F F O R T	Inputs	What was spent on services?	The MAAC community-based organizations expended \$187,325 in JJCPA grant funds to deliver services.																
	Customers	Who were the customers?	Served 1,699 customers. See appendix.																
	Strategies	What service strategies were used?	Middle column shows percent of all units of service delivered in FY 2007-08																
			Outreach & Recruitment	0.0%															
			Intake, Assess. & ISP	0.0%															
			Home/School Visit/Parents	0.0%															
			Case Mgmt., Support, Refer.	0.0%															
Ind./Family Counsel			5.5%																
Transportation			0.0%																
Field Trips & Cmty. Service			0.0%																
Group Workshops	94.5%																		
Output: Units of Service	How much service was provided?	Community-based providers of the Multi-Agency Assessment Center delivered 13,671 units of service. One unit of service equals one hour of direct service per customer.																	
Output: Cost per Unit of Service	What was the cost to provide services?	The cost per unit of service for services delivered by the community-based providers was \$13.70.																	
E F F E C T	Performance Measure: Customer Satisfaction	Were customers satisfied with services?	The average customer satisfaction rating (out of 100 possible points) was: <input type="checkbox"/> youth-reported = 79.3 <input type="checkbox"/> parent-reported = NA																
	Performance Measure: Productivity Outcomes	Were services effective in producing the desired change?	Productivity scores (scale from -100% to +100%) reflect the percent of targeted changes achieved minus the percent of targeted changes missed. Scores are listed by respondent. MAAC does not measure developmental asset productivity.																
			<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">Service Productivity</th> <th colspan="2">Youth-Reported</th> <th colspan="2">Staff-Reported</th> </tr> <tr> <th>FY 07-08</th> <th>FY 06-07</th> <th>FY 07-08</th> <th>FY 06-07</th> </tr> </thead> <tbody> <tr> <td>Program-Specific</td> <td>57.2%</td> <td>56.4%</td> <td>71.5%</td> <td>70.4%</td> </tr> </tbody> </table>			Service Productivity	Youth-Reported		Staff-Reported		FY 07-08	FY 06-07	FY 07-08	FY 06-07	Program-Specific	57.2%	56.4%	71.5%	70.4%
Service Productivity	Youth-Reported		Staff-Reported																
	FY 07-08	FY 06-07	FY 07-08	FY 06-07															
Program-Specific	57.2%	56.4%	71.5%	70.4%															

Table 49

JJCPA Performance – Logic Model Evaluation System																														
Multi-Agency Assessment Center – Asian American Community Involvement, FY 2007-08																														
Performance-Logic Model Term		Evaluation Questions	Answer to Evaluation Questions																											
E F F O R T	Inputs	What was spent on services?	AACI spent \$9,914 to deliver services for the MAAC Program.																											
	Customers	Who were the customers?	No Data available.																											
	Strategies	What service strategies were used?	<p>Right-hand column shows percent of all units of service delivered FY 2007-08.</p> <table border="1"> <thead> <tr> <th>Activity</th> <th>FY07-08</th> <th>FY 06-07</th> </tr> </thead> <tbody> <tr> <td>Outreach & Recruitment</td> <td>ID</td> <td>0.0%</td> </tr> <tr> <td>Intake, Assess. & ISP</td> <td>ID</td> <td>0.0%</td> </tr> <tr> <td>Home/School Visit/Parents</td> <td>ID</td> <td>0.0%</td> </tr> <tr> <td>Case Mgmt., Support, Refer.</td> <td>ID</td> <td>0.0%</td> </tr> <tr> <td>Ind./Family Counsel</td> <td>ID</td> <td>3.4%</td> </tr> <tr> <td>Transportation</td> <td>ID</td> <td>0.0%</td> </tr> <tr> <td>Field Trips & Cmty. Service</td> <td>ID</td> <td>0.0%</td> </tr> <tr> <td>Group Workshops</td> <td>ID</td> <td>96.6%</td> </tr> </tbody> </table>	Activity	FY07-08	FY 06-07	Outreach & Recruitment	ID	0.0%	Intake, Assess. & ISP	ID	0.0%	Home/School Visit/Parents	ID	0.0%	Case Mgmt., Support, Refer.	ID	0.0%	Ind./Family Counsel	ID	3.4%	Transportation	ID	0.0%	Field Trips & Cmty. Service	ID	0.0%	Group Workshops	ID	96.6%
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Transportation	ID	0.0%																												
Field Trips & Cmty. Service	ID	0.0%																												
Group Workshops	ID	96.6%																												
Output: Units of Service	How much service was provided?	No Data Available																												
Output: Cost per Unit of Service	What was the cost to provide services?	No Data Available																												
E F F E C T	Performance Measure: Customer Satisfaction	Were customers satisfied with services?	<p>The average customer satisfaction rating (out of 100 possible points) was:</p> <p><input type="checkbox"/> youth-reported = NDA</p> <p><input type="checkbox"/> parent-reported = NDA</p>																											
	Performance Measure: Productivity Outcomes	Were services effective in producing the desired change?	<p>Productivity scores (scale from -100% to +100%) reflect the percent of targeted changes achieved minus the percent of targeted changes missed.</p> <p style="text-align: center;"><i>No Data Available.</i></p>																											

Table 50

JJCPA Performance – Logic Model Evaluation System Multi-Agency Assessment Center – Asian American Recovery Services, FY 2007-08																														
Performance-Logic Model Term	Evaluation Questions	Answer to Evaluation Questions																												
E F F O R T	Inputs	What was spent on services?	Asian American Recovery Services spent \$16,402 to deliver services for the MAAC Program.																											
	Customers	Who were the customers?	Not Available from Probation. Performance measures based on 58 youth and 58 staff surveys.																											
	Strategies	What service strategies were used?	Middle column shows percent of all units of service delivered in FY 2007-08.																											
			<table border="1"> <thead> <tr> <th>Activity</th> <th>FY07-08</th> <th>FY 06-07</th> </tr> </thead> <tbody> <tr> <td>Outreach & Recruitment</td> <td>0.0%</td> <td>0.0%</td> </tr> <tr> <td>Intake, Assess. & ISP</td> <td>0.0%</td> <td>0.0%</td> </tr> <tr> <td>Home/School Visit/Parents</td> <td>0.0%</td> <td>0.0%</td> </tr> <tr> <td>Case Mgmt., Support, Refer.</td> <td>0.0%</td> <td>0.0%</td> </tr> <tr> <td>Ind./Family Counsel</td> <td>4.1%</td> <td>4.3%</td> </tr> <tr> <td>Transportation</td> <td>0.0%</td> <td>0.0%</td> </tr> <tr> <td>Field Trips & Cmty. Service</td> <td>0.0%</td> <td>0.0%</td> </tr> <tr> <td>Group Workshops</td> <td>95.9%</td> <td>99.1%</td> </tr> </tbody> </table>	Activity	FY07-08	FY 06-07	Outreach & Recruitment	0.0%	0.0%	Intake, Assess. & ISP	0.0%	0.0%	Home/School Visit/Parents	0.0%	0.0%	Case Mgmt., Support, Refer.	0.0%	0.0%	Ind./Family Counsel	4.1%	4.3%	Transportation	0.0%	0.0%	Field Trips & Cmty. Service	0.0%	0.0%	Group Workshops	95.9%	99.1%
	Activity	FY07-08	FY 06-07																											
	Outreach & Recruitment	0.0%	0.0%																											
Intake, Assess. & ISP	0.0%	0.0%																												
Home/School Visit/Parents	0.0%	0.0%																												
Case Mgmt., Support, Refer.	0.0%	0.0%																												
Ind./Family Counsel	4.1%	4.3%																												
Transportation	0.0%	0.0%																												
Field Trips & Cmty. Service	0.0%	0.0%																												
Group Workshops	95.9%	99.1%																												
Output: Units of Service	How much service was provided?	Asian American Recovery Services delivered 1,335 units of service. One unit of service equals one hour of direct service per customer.																												
Output: Cost per Unit of Service	What was the cost to provide services?	The cost per unit of service for this provider was \$11.94.																												
E F F E C T	Performance Measure: Customer Satisfaction	Were customers satisfied with services?	The average customer satisfaction rating (out of 100 possible points) was: <input type="checkbox"/> youth-reported = 79.8% <input type="checkbox"/> parent-reported = NA																											
	Performance Measure: Productivity Outcomes	Were services effective in producing the desired change?	Productivity scores (scale from -100% to +100%) reflect the percent of targeted changes achieved minus the percent of targeted changes missed. Program-specific targeted changes are listed by respondent. MAAC does not measure developmental asset productivity.																											
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Service Productivity	Youth-Reported			Staff-Reported																										
	FY 07-08	FY 06-07	FY 07-08	FY 06-07																										
Program-Specific	47.8%	53.8%	95.2%	86.6%																										

Table 51

JJCPA Performance – Logic Model Evaluation System Multi-Agency Assessment Center – California Youth Outreach, FY 2007-08																			
Performance-Logic Model Term		Evaluation Questions	Answer to Evaluation Questions																
E F F O R T	Inputs	What was spent on services?	California Youth Outreach spent \$54,072 to deliver services for the MAAC Program.																
	Customers	Who were the customers?	Not available from Probation. Performance measures based on 89 youth and 94 staff surveys.																
	Strategies	What service strategies were used?	Middle column shows percent of all units of service delivered in FY 2007-08.																
			Activity	FY 07-08	FY 06-07														
			Outreach & Recruitment	0.0%	0.0%														
			Intake, Assess. & ISP	0.0%	0.0%														
Home/School Visit/Parents			0.0%	0.0%															
Case Mgmt., Support, Refer.			0.0%	0.0%															
Ind./Family Counsel			4.0%	3.7%															
Transportation			0.0%	0.0%															
Field Trips & Cmty. Service	0.0%	0.0%																	
Group Workshops	96.0%	89.6%																	
Output: Units of Service	How much service was provided?	California Youth Outreach delivered 5,234 units of service. One unit of service equals one hour of direct service per customer.																	
Output: Cost per Unit of Service	What was the cost to provide services?	The cost per unit of service for this provider was \$10.33.																	
E F F E C T	Performance Measure: Customer Satisfaction	Were customers satisfied with services?	The average customer satisfaction rating (out of 100 possible points) was: <input type="checkbox"/> youth-reported = 86.4% <input type="checkbox"/> parent-reported = NA																
	Performance Measure: Productivity Outcomes	Were services effective in producing the desired change?	Productivity scores (scale from -100% to +100%) reflect the percent of targeted changes achieved minus the percent of targeted changes missed. Program-specific targeted changes are listed by respondent. MAAC does not measure developmental asset productivity.																
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Service Productivity	Youth-Reported		Staff-Reported																
	FY 07-08	FY 06-07	FY 06-07	FY 06-07															
Program-Specific	72.1%	62.8%	87.2%	75.4%															

Table 52

JJCPA Performance – Logic Model Evaluation System Multi-Agency Assessment Center – Fresh Lifelines for Youth, FY 2007-08					
Performance-Logic Model Term	Evaluation Questions	Answer to Evaluation Questions			
E F F O R T	Inputs	What was spent on services?	Fresh Lifelines for Youth spent \$35,900 to deliver services for the MAAC Program.		
	Customers	Who were the customers?	Not available from Probation. Performance measures based on 168 youth and 132 staff surveys.		
	Strategies	What service strategies were used?	Middle column shows percent of all units of service delivered in FY 2007-08.		
			Activity	FY 07-08	FY 06-07
			Outreach & Recruitment	0.0%	0.0%
			Intake, Assess. & ISP	0.0%	0.0%
Home/School Visit/Parents			0.0%	0.0%	
Case Mgmt., Support, Refer.			0.0%	4.0%	
Ind./Family Counsel			4.9%	1.6%	
Transportation			0.0%	0.0%	
Field Trips & Cmty. Service	0.0%	0.0%			
Group Workshops	95.1%	94.4%			
Output: Units of Service	How much service was provided?	Fresh Lifelines for Youth delivered 3,132 units of service. One unit of service equals one hour of direct service per customer.			
Output: Cost per Unit of Service	What was the cost to provide services?	The cost per unit of service for this provider was \$11.46.			
E F F E C T	Performance Measure: Customer Satisfaction	Were customers satisfied with services?	The average customer satisfaction rating (out of 100 possible points) was: <input type="checkbox"/> youth-reported = 74.0% <input type="checkbox"/> parent-reported = NA		
	Performance Measure: Productivity Outcomes	Were services effective in producing the desired change?	Productivity scores (scale from -100% to +100%) reflect the percent of targeted changes achieved minus the percent of targeted changes missed. Program-specific targeted changes are listed by respondent. MAAC does not measure developmental asset productivity.		
		Service Productivity	Youth-Reported	Staff-Reported	
			FY 07-08	FY 06-07	
		Program-Specific	51.1%	60.7%	
			FY 07-08	FY 06-07	
			83.5%	84.5%	

Table 53

JJCPA Performance – Logic Model Evaluation System Multi-Agency Assessment Center – Friends Outside, FY 2007-08																														
Performance-Logic Model Term		Evaluation Questions	Answer to Evaluation Questions																											
E F F O R T	Inputs	What was spent on services?	Friends Outside spent \$17,232 to deliver services for the MAAC Program.																											
	Customers	Who were the customers?	Not available from Probation. Performance measures based on 92 youth and 53 staff surveys.																											
	Strategies	What service strategies were used?	<p>Right-hand column shows percent of all units of service delivered FY 2007-08.</p> <table border="1"> <thead> <tr> <th>Activity</th> <th>FY 07-08</th> <th>FY 06-07</th> </tr> </thead> <tbody> <tr> <td>Outreach & Recruitment</td> <td>0.0%</td> <td>0.0%</td> </tr> <tr> <td>Intake, Assess. & ISP</td> <td>0.0%</td> <td>0.0%</td> </tr> <tr> <td>Home/School Visit/Parents</td> <td>0.0%</td> <td>0.0%</td> </tr> <tr> <td>Case Mgmt., Support, Refer.</td> <td>0.0%</td> <td>13.0%</td> </tr> <tr> <td>Ind./Family Counsel</td> <td>10.6%</td> <td>5.0%</td> </tr> <tr> <td>Transportation</td> <td>0.0%</td> <td>0.0%</td> </tr> <tr> <td>Field Trips & Cmty. Service</td> <td>0.0%</td> <td>0.0%</td> </tr> <tr> <td>Group Workshops</td> <td>89.4%</td> <td>82.0%</td> </tr> </tbody> </table>	Activity	FY 07-08	FY 06-07	Outreach & Recruitment	0.0%	0.0%	Intake, Assess. & ISP	0.0%	0.0%	Home/School Visit/Parents	0.0%	0.0%	Case Mgmt., Support, Refer.	0.0%	13.0%	Ind./Family Counsel	10.6%	5.0%	Transportation	0.0%	0.0%	Field Trips & Cmty. Service	0.0%	0.0%	Group Workshops	89.4%	82.0%
	Activity	FY 07-08	FY 06-07																											
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Home/School Visit/Parents	0.0%	0.0%																												
Case Mgmt., Support, Refer.	0.0%	13.0%																												
Ind./Family Counsel	10.6%	5.0%																												
Transportation	0.0%	0.0%																												
Field Trips & Cmty. Service	0.0%	0.0%																												
Group Workshops	89.4%	82.0%																												
Output: Units of Service	How much service was provided?	Friends Outside delivered 1,563 units of service. One unit of service equals one hour of direct service per customer.																												
Output: Cost per Unit of Service	What was the cost to provide services?	The cost per unit of service for this provider was \$11.02.																												
E F F E C T	Performance Measure: Customer Satisfaction	Were customers satisfied with services?	<p>The average customer satisfaction rating (out of 100 possible points) was:</p> <ul style="list-style-type: none"> <input type="checkbox"/> youth-reported = 80.7% <input type="checkbox"/> parent-reported = NA 																											
	Performance Measure: Productivity Outcomes	Were services effective in producing the desired change?	<p>Productivity scores (scale from -100% to +100%) reflect the percent of targeted changes achieved minus the percent of targeted changes missed. MAAC does not measure developmental asset productivity.</p> <table border="1"> <thead> <tr> <th rowspan="2">Service Productivity</th> <th colspan="2">Youth-Reported</th> <th colspan="2">Staff-Reported</th> </tr> <tr> <th>FY 07-08</th> <th>FY 06-07</th> <th>FY 07-08</th> <th>FY 06-07</th> </tr> </thead> <tbody> <tr> <td>Program-Specific</td> <td>59.6%</td> <td>52.4%</td> <td>58.9%</td> <td>59.8%</td> </tr> </tbody> </table>	Service Productivity	Youth-Reported		Staff-Reported		FY 07-08	FY 06-07	FY 07-08	FY 06-07	Program-Specific	59.6%	52.4%	58.9%	59.8%													
Service Productivity	Youth-Reported		Staff-Reported																											
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Program-Specific	59.6%	52.4%	58.9%	59.8%																										

Table 54

JJCPA Performance – Logic Model Evaluation System Multi-Agency Assessment Center – Gardner, FY 2007-08																														
Performance-Logic Model Term		Evaluation Questions	Answer to Evaluation Questions																											
E F F O R T	Inputs	What was spent on services?	Gardner spent \$18,882 to deliver services for the MAAC Program.																											
	Customers	Who were the customers?	Not available from Probation.																											
	Strategies	What service strategies were used?	<p>Middle column shows percent of all units of service delivered in FY 2007-08.</p> <table border="1"> <thead> <tr> <th>Activity</th> <th>FY 07-08</th> <th>FY 06-07</th> </tr> </thead> <tbody> <tr> <td>Outreach & Recruitment</td> <td>ID</td> <td>0.0%</td> </tr> <tr> <td>Intake, Assess. & ISP</td> <td>ID</td> <td>0.0%</td> </tr> <tr> <td>Home/School Visit/Parents</td> <td>ID</td> <td>0.0%</td> </tr> <tr> <td>Case Mgmt., Support, Refer.</td> <td>ID</td> <td>0.0%</td> </tr> <tr> <td>Ind./Family Counsel</td> <td>ID</td> <td>8.3%</td> </tr> <tr> <td>Transportation</td> <td>ID</td> <td>0.0%</td> </tr> <tr> <td>Field Trips & Cmty. Service</td> <td>ID</td> <td>0.0%</td> </tr> <tr> <td>Group Workshops</td> <td>ID</td> <td>91.7%</td> </tr> </tbody> </table>	Activity	FY 07-08	FY 06-07	Outreach & Recruitment	ID	0.0%	Intake, Assess. & ISP	ID	0.0%	Home/School Visit/Parents	ID	0.0%	Case Mgmt., Support, Refer.	ID	0.0%	Ind./Family Counsel	ID	8.3%	Transportation	ID	0.0%	Field Trips & Cmty. Service	ID	0.0%	Group Workshops	ID	91.7%
	Activity	FY 07-08	FY 06-07																											
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	Intake, Assess. & ISP	ID	0.0%																											
	Home/School Visit/Parents	ID	0.0%																											
Case Mgmt., Support, Refer.	ID	0.0%																												
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Transportation	ID	0.0%																												
Field Trips & Cmty. Service	ID	0.0%																												
Group Workshops	ID	91.7%																												
Output: Units of Service	How much service was provided?	No Data Available																												
Output: Cost per Unit of Service	What was the cost to provide services?	No Data Available																												
E F F E C T	Performance Measure: Customer Satisfaction	Were customers satisfied with services?	<p>The average customer satisfaction rating (out of 100 possible points) was:</p> <p><input type="checkbox"/> youth-reported = IDA</p> <p><input type="checkbox"/> parent-reported = NA</p>																											
	Performance Measure: Productivity Outcomes	Were services effective in producing the desired change?	<p>Productivity scores (scale from -100% to +100%) reflect the percent of targeted changes achieved minus the percent of targeted changes missed. Program-specific targeted changes are listed by respondent.</p> <p style="text-align: center;"><i>Insufficient Data Available</i></p>																											

Table 55

JJCPA Performance – Logic Model Evaluation System Multi-Agency Assessment Center – MACSA, FY 2007-08																														
Performance-Logic Model Term		Evaluation Questions	Answer to Evaluation Questions																											
E F F O R T	Inputs	What was spent on services?	MACSA spent \$34,923.39 to deliver services for the MAAC Program.																											
	Customers	Who were the customers?	See appendix. Performance measures based on 50 youth surveys and 138 staff surveys.																											
	Strategies	What service strategies were used?	Middle column shows percent of all units of service delivered in FY 2007-08. <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Activity</th> <th style="text-align: center;">FY 07-08</th> <th style="text-align: center;">FY 06-07</th> </tr> </thead> <tbody> <tr> <td>Outreach & Recruitment</td> <td style="text-align: center;">0.0%</td> <td style="text-align: center;">0.0%</td> </tr> <tr> <td>Intake, Assess. & ISP</td> <td style="text-align: center;">0.0%</td> <td style="text-align: center;">0.0%</td> </tr> <tr> <td>Home/School Visit/Parents</td> <td style="text-align: center;">0.0%</td> <td style="text-align: center;">0.0%</td> </tr> <tr> <td>Case Mgmt., Support, Refer.</td> <td style="text-align: center;">0.0%</td> <td style="text-align: center;">0.0%</td> </tr> <tr> <td>Ind./Family Counsel</td> <td style="text-align: center;">7.2%</td> <td style="text-align: center;">28.7%</td> </tr> <tr> <td>Transportation</td> <td style="text-align: center;">0.0%</td> <td style="text-align: center;">0.0%</td> </tr> <tr> <td>Field Trips & Cmty. Service</td> <td style="text-align: center;">0.0%</td> <td style="text-align: center;">0.0%</td> </tr> <tr> <td>Group Workshops</td> <td style="text-align: center;">92.8%</td> <td style="text-align: center;">71.3%</td> </tr> </tbody> </table>	Activity	FY 07-08	FY 06-07	Outreach & Recruitment	0.0%	0.0%	Intake, Assess. & ISP	0.0%	0.0%	Home/School Visit/Parents	0.0%	0.0%	Case Mgmt., Support, Refer.	0.0%	0.0%	Ind./Family Counsel	7.2%	28.7%	Transportation	0.0%	0.0%	Field Trips & Cmty. Service	0.0%	0.0%	Group Workshops	92.8%	71.3%
	Activity	FY 07-08	FY 06-07																											
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Transportation	0.0%	0.0%																												
Field Trips & Cmty. Service	0.0%	0.0%																												
Group Workshops	92.8%	71.3%																												
Output: Units of Service	How much service was provided?	MACSA delivered 2,407 units of service. One unit of service equals one hour of direct service per customer.																												
Output: Cost per Unit of Service	What was the cost to provide services?	The cost per unit of service for this provider was \$14.51.																												
E F F E C T	Performance Measure: Customer Satisfaction	Were customers satisfied with services?	The average customer satisfaction rating (out of 100 possible points) was: <input type="checkbox"/> youth-reported = 85.0% <input type="checkbox"/> parent-reported = NA																											
	Performance Measure: Productivity Outcomes	Were services effective in producing the desired change?	Productivity scores (scale from -100% to +100%) reflect the percent of targeted changes achieved minus the percent of targeted changes missed. Program-specific targeted changes are listed by respondent. MAAC does not measure developmental asset productivity. <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2" style="text-align: center;">Service Productivity</th> <th colspan="2" style="text-align: center;">Youth-Reported</th> <th colspan="2" style="text-align: center;">Staff-Reported</th> </tr> <tr> <th style="text-align: center;">FY 07-08</th> <th style="text-align: center;">FY 06-07</th> <th style="text-align: center;">FY 07-08</th> <th style="text-align: center;">FY 06-07</th> </tr> </thead> <tbody> <tr> <td>Program-Specific</td> <td style="text-align: center;">55.4%</td> <td style="text-align: center;">63.0%</td> <td style="text-align: center;">44.1%</td> <td style="text-align: center;">45.2%</td> </tr> </tbody> </table>	Service Productivity	Youth-Reported		Staff-Reported		FY 07-08	FY 06-07	FY 07-08	FY 06-07	Program-Specific	55.4%	63.0%	44.1%	45.2%													
Service Productivity	Youth-Reported		Staff-Reported																											
	FY 07-08	FY 06-07	FY 07-08	FY 06-07																										
Program-Specific	55.4%	63.0%	44.1%	45.2%																										

The trend for each MAAC State outcomes from fiscal year 2006-07 to fiscal year 2007-08 is reflected in the table below. Two outcomes are headed in the wrong direction: the probation completion rate dropped by 4% to 40% and the violation of probation rate jumped from 20% to 40%. The arrest rate went in a positive direction with a 5% decrease to 12%.

Table 56

State Required Outcomes, 2001-2008							
Outcome (Rate) →	Arrest	Probation Completion	Incarceration	Restitution Completion	Court-Ordered Community Service Completion	Probation Violation	
M A A C	FY 01-02	17%	40%	11%	50%	80%	9%
	FY 02-03	40%	23%	25%	39%	83%	39%
	FY 03-04	33%	37%	11%	39%	87%	20%
	FY 04-05	37%	42%	16%	43%	88%	22%
	FY 05-06	38%	17%	20%	50%	75%	22%
	FY 06-07	17%	44%	22%	40%	43%	20%
	FY 07-08	12%	40%	15%	43%	73%	40%

Table 57

One-Year Trend for Intermediate Outcomes FY 2006 - 2007 to FY 2007 - 08						
	Arrest	Probation Completion	Incarceration	Restitution Completion	Court-Ordered Community Service	Probation Violation
MAAC	↘	↘	↘	↗	↗	↗

On the following table is a historical summary of results from the logic model pertaining to customer satisfaction, developmental asset service productivity and program-specific productivity in addition to the Local Outcomes Goals. The highlight of the MAAC local outcomes is that 69% of youth in Juvenile Hall indicated an understanding of how to make good choices; a 12% increase over the previous evaluation year. The CBO providers should be applauded for the attention to this behavior in their curriculum design.

Table 58

JJCPA Local Outcomes and Results Summary Multi-Agency Assessment Center								
Program	Goal	Actual FY 2001- 02	Actual FY 2002- 03	Actual FY 2003- 04	Actual FY 2004- 05	Actual FY 2005- 06	Actual FY 2006-07	Actual FY 2007-08
M A A C	70% of youth will have an assessment completed within the first five days.	NA	NA	NA	NA	97%	97%	63%
	70% of youth will have a case plan within 10 days of admission to Juvenile Hall.	98%	80%	99%	79%	96%	99%	98%
	70% of youth will receive mental health, education, substance abuse, and risk classification assessments within 30 days.	79%	98%	78%	52%	92%	81%	91%
	70% of youth will indicate an understanding of how to make good choices.	NA	NA	NA	NA	NA	57%	69%
	70% average youth customer satisfaction rating	NA	NA	80%	81%	79%	79%	80%
	60% program-specific service productivity, as reported by youth.	NA	NA	NA	64%	57%	56%	57%
	60% youth developmental asset service productivity as reported by youth.	NA	NA	NA	NA	NA	NA	NA

The following table shows the RPRA scores for each MAAC community-based provider. As illustrated below, FLY serviced the lowest asset level youth, followed by MACSA.

Table 59

Agency	Asset Level	Total Assets		Risk Avoidance	Protective	Resiliency	Social Attachment
	FY 07-08	FY 07-08	FY 06-07	FY 07-08	FY 07-08	FY 07-08	FY 07-08
AACI	ND	ND	79.0%	ND	ND	ND	ND
AARS	LOW	81.0%	80.0%	77.4%	87.6%	76.5%	80.1%
CYO	LOW	80.9%	80.4%	75.7%	86.6%	78.7%	76.0%
FLY	LOW	72.8%	81.8%	64.1%	78.1%	73.7%	79.2%
FO	MEDIUM	81.3%	72.2%	82.7%	82.2%	79.5%	80.4%
Gardner	MEDIUM	85.0%	NDA	80.6%	92.5%	81.6%	78.6%
MACSA	LOW	78.6%	77.0%	74.2%	84.2%	76.4%	81.2%
All Programs	LOW	77.6%	78.4%	72.0%	82.8%	76.2%	79.2%

Consistent with the Aftercare Program, the zip code area near Overfelt High School in east San José has the greatest number of youth clients staying in Juvenile Hall over 72 hours.

Table 60

**Zip Codes with Most MAAC Clients
by Rank and Number of Clients**

		FY07-08	#	FY06-07	#
King/Ocala/Overfelt HS	95122	1	159	2	107
Andrew Hill HS/Edenvale	95111	2	138	1	123
Gilroy	95020	3	115	3	106
Mayfair	95116	3	115	4	88
Alum Rock/James Lick HS	95127	4	104	4	88
S. San Jose/Oak Grove HS	95123	5	97	5	71

Program Summary Pages

RESTORATIVE JUSTICE PROGRAM

Overview

The JJCPA funds allowed for the continuation of the Restorative Justice Program's (RJP) competency development services to at-risk (no prior offense), first time offenders in all geographical areas of the county. These services must be culturally competent especially to the Latino and African American communities.

The Restorative Justice Program's competency development services are grounded in a strong commitment to prevention and early intervention at its core. These services seek to address the pervasive problems associated with juvenile violence and reduce the number of juvenile referrals to the Probation Department.

The objective of RJP is to make youth responsible for their actions and provide them the opportunity to develop resiliency and competency through family, school and community involvement, all the while working to make the victim whole. This involves community service work, mediation with the victim, restitution, and competency development services including social and leadership development, gang awareness and intervention, providing transportation services and substance abuse counseling. The more assets young people have and develop, the more likely they are to exhibit positive attitudes and behaviors and the less likely they are to be involved in unhealthy, risk-taking behaviors.

The type of services delivered through the Restorative Justice Program include: Substance Abuse & Prevention, Gang Intervention, Youth Leadership, Violence Prevention, Youth Intervention/Support Groups, Sexually Transmitted Diseases (STD) and Teen Pregnancy Prevention and Law-Related Education.

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.

Restorative Justice Partners

- Alum Rock Counseling Center
- Bill Wilson Center
- Community Health Awareness Council
- Community Solutions
- Probation Department

Restorative Justice Mentoring Partners

- California Youth Outreach
- Mexican American Community Services Agency
- Probation Department

Table 61

JJCPA Performance – Logic Model Evaluation System Restorative Justice Program, FY 2007-08						
Performance-Logic Model Term		Evaluation Questions	Answer to Evaluation Questions			
E F F O R T	Inputs	What was spent on services?	The Restorative Justice Program expended \$1,472,770 in JJCPA grant funds to deliver services.			
	Customers	Who were the customers?	Served 6,351 customers. See appendix.			
	Strategies	What service strategies were used?	Middle column shows percent of all units of service delivered in FY 2007-08.			
			Activity	FY 07-08	FY 06-07	
			Outreach & Recruitment	0.0%	1.2%	
			Intake, Assess. & ISP	18.3%	10.1%	
		Home/School Visit/Parents	0.0%	0.0%		
		Ind./Family Counsel	8.3%	9.1%		
		Case Mgmt., Support, Refer.	0.0%	4.5%		
		Transportation	0.0%	0.0%		
		Field Trips & Cmty. Service	35.3%	34.0%		
		Group Workshops	38.1%	41.2%		
	Output: Units of Service	How much service was provided?	The Restorative Justice Program delivered 152,618 units of service. One unit of service equals one hour of direct service per customer.			
	Output: Cost per Unit of Service	What was the cost to provide services?	The cost per unit of service for services delivered by the community-based providers was \$9.65.			
E F F E C T	Performance Measure: Customer Satisfaction	Were customers satisfied with services?	The average customer satisfaction rating (out of 100 possible points) was: ●youth -reported = 82.5 ●parent -reported = 87.7			
	Performance Measure: Productivity Outcomes	Were services effective in producing the desired change?	Productivity scores (scale from -100% to +100%) reflect the percent of targeted changes achieved minus the percent of targeted changes missed. Scores are listed by respondent.			
		Service Productivity	Youth-Reported		Parent-Reported	
			FY 07-08	FY 06-07	FY 07-08	FY 06-07
		Dev. Asset	54.9%	54.1%	67.6%	63.3%
		Program-Specific	66.1%	68.0%	81.0%	76.3%
			81.0%	80.1%		

Table 62

JJCPA Performance – Logic Model Evaluation System																														
Restorative Justice Mentoring Program – California Youth Outreach, FY 2007-08																														
Performance-Logic Model Term		Evaluation Questions	Answer to Evaluation Questions																											
E F F O R T	Inputs	What was spent on services?	California Youth Outreach spent \$95,257 to deliver services for the Restorative Justice Program.																											
	Customers	Who were the customers?	See appendix.																											
	Strategies	What service strategies were used?	<p>Middle column shows percent of all units of service delivered in FY 2007-08.</p> <table border="1"> <thead> <tr> <th>Activity</th> <th>FY 07-08</th> <th>FY 06-07</th> </tr> </thead> <tbody> <tr> <td>Outreach & Recruitment</td> <td>3.4%</td> <td>3.8%</td> </tr> <tr> <td>Intake, Assess. & ISP</td> <td>20.3%</td> <td>19.1%</td> </tr> <tr> <td>Home/School Visit/Parents</td> <td>0.0%</td> <td>0.0%</td> </tr> <tr> <td>Ind./Group/Family Counsel</td> <td>0.0%</td> <td>0.0%</td> </tr> <tr> <td>Case Mgmt., Support, Refer.</td> <td>0.0%</td> <td>2.8%</td> </tr> <tr> <td>Transportation</td> <td>0.0%</td> <td>0.0%</td> </tr> <tr> <td>Field Trips & Cmty. Service</td> <td>0.0%</td> <td>0.0%</td> </tr> <tr> <td>Group Workshops</td> <td>76.3%</td> <td>74.3%</td> </tr> </tbody> </table>	Activity	FY 07-08	FY 06-07	Outreach & Recruitment	3.4%	3.8%	Intake, Assess. & ISP	20.3%	19.1%	Home/School Visit/Parents	0.0%	0.0%	Ind./Group/Family Counsel	0.0%	0.0%	Case Mgmt., Support, Refer.	0.0%	2.8%	Transportation	0.0%	0.0%	Field Trips & Cmty. Service	0.0%	0.0%	Group Workshops	76.3%	74.3%
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Field Trips & Cmty. Service	0.0%	0.0%																												
Group Workshops	76.3%	74.3%																												
Output: Units of Service	How much service was provided?	California Youth Outreach delivered 4,992 units of service. One unit of service equals one hour of direct service per customer.																												
Output: Cost per Unit of Service	What was the cost to provide services?	The cost per unit of service for this provider was \$19.08.																												
E F F E C T	Performance Measure: Customer Satisfaction	Were customers satisfied with services?	<p>The average customer satisfaction rating (out of 100 possible points) was:</p> <ul style="list-style-type: none"> youth-reported = 86.0 parent-reported = 86.6 																											
	Performance Measure: Productivity Outcomes	Were services effective in producing the desired change?	<p>Productivity scores (scale from -100% to +100%) reflect the percent of targeted changes achieved minus the percent of targeted changes missed. Developmental asset and program-specific targeted changes are listed by respondent.</p> <table border="1"> <thead> <tr> <th rowspan="2">Service Productivity</th> <th colspan="2">Youth-Reported</th> <th colspan="2">Parent-Reported</th> <th colspan="2">Staff-Reported</th> </tr> <tr> <th>FY 07-08</th> <th>FY 06-07</th> <th>FY 07-08</th> <th>FY 06-07</th> <th>FY 07-08</th> <th>FY 06-07</th> </tr> </thead> <tbody> <tr> <td>Dev. Asset</td> <td>71.4%</td> <td>65.0%</td> <td>75.5%</td> <td>65.6%</td> <td>89.8%</td> <td>86.8%</td> </tr> <tr> <td>Program-Specific</td> <td>72.6%</td> <td>70.0%</td> <td>75.2%</td> <td>73.3%</td> <td>90.0%</td> <td>90.0%</td> </tr> </tbody> </table>	Service Productivity	Youth-Reported		Parent-Reported		Staff-Reported		FY 07-08	FY 06-07	FY 07-08	FY 06-07	FY 07-08	FY 06-07	Dev. Asset	71.4%	65.0%	75.5%	65.6%	89.8%	86.8%	Program-Specific	72.6%	70.0%	75.2%	73.3%	90.0%	90.0%
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Table 63

JJCPA Performance – Logic Model Evaluation System Restorative Justice Mentoring Program – MACSA, FY 2007-08																														
Performance-Logic Model Term		Evaluation Questions	Answer to Evaluation Questions																											
E F F O R T	Inputs	What was spent on services?	MACSA Mentoring Program spent \$98,556 to deliver services for the Restorative Justice Program.																											
	Customers	Who were the customers?	See appendix.																											
	Strategies	What service strategies were used?	<p>Middle column shows percent of all units of service delivered in FY 2007-08.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Activity</th> <th style="text-align: center;">FY 07-08</th> <th style="text-align: center;">FY 06-07</th> </tr> </thead> <tbody> <tr> <td>Outreach & Recruitment</td> <td style="text-align: center;">8.7%</td> <td style="text-align: center;">12.4%</td> </tr> <tr> <td>Intake, Assess. & ISP</td> <td style="text-align: center;">10.6%</td> <td style="text-align: center;">5.8%</td> </tr> <tr> <td>Home/School Visit/Parents</td> <td style="text-align: center;">0.0%</td> <td style="text-align: center;">0.0%</td> </tr> <tr> <td>Ind./Group/Family Counsel</td> <td style="text-align: center;">0.0%</td> <td style="text-align: center;">0.0%</td> </tr> <tr> <td>Case Mgmt., Support, Refer.</td> <td style="text-align: center;">23.3%</td> <td style="text-align: center;">15.0%</td> </tr> <tr> <td>Transportation</td> <td style="text-align: center;">0.0%</td> <td style="text-align: center;">0.0%</td> </tr> <tr> <td>Field Trips & Cmty. Service</td> <td style="text-align: center;">0.0%</td> <td style="text-align: center;">0.0%</td> </tr> <tr> <td>Group Workshops</td> <td style="text-align: center;">57.5%</td> <td style="text-align: center;">66.8%</td> </tr> </tbody> </table>	Activity	FY 07-08	FY 06-07	Outreach & Recruitment	8.7%	12.4%	Intake, Assess. & ISP	10.6%	5.8%	Home/School Visit/Parents	0.0%	0.0%	Ind./Group/Family Counsel	0.0%	0.0%	Case Mgmt., Support, Refer.	23.3%	15.0%	Transportation	0.0%	0.0%	Field Trips & Cmty. Service	0.0%	0.0%	Group Workshops	57.5%	66.8%
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Field Trips & Cmty. Service	0.0%	0.0%																												
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Output: Units of Service	How much service was provided?	MACSA Mentoring Program delivered 1,039 units of service. One unit of service equals one hour of direct service per customer.																												
Output: Cost per Unit of Service	What was the cost to provide services?	The cost per unit of service for this provider was \$94.86.																												
E F F E C T	Performance Measure: Customer Satisfaction	Were customers satisfied with services?	<p>The average customer satisfaction rating (out of 100 possible points) was:</p> <ul style="list-style-type: none"> <input type="checkbox"/> youth-reported = 91.5 <input type="checkbox"/> parent-reported = 91.0 																											
	Performance Measure: Productivity Outcomes	Were services effective in producing the desired change?	<p>Productivity scores (scale from -100% to +100%) reflect the percent of targeted changes achieved minus the percent of targeted changes missed. Developmental asset and program-specific targeted changes are listed by respondent.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2" style="text-align: left;">Service Productivity</th> <th colspan="2" style="text-align: center;">Youth-Reported</th> <th colspan="2" style="text-align: center;">Parent-Reported</th> <th colspan="2" style="text-align: center;">Staff-Reported</th> </tr> <tr> <th style="text-align: center;">FY 07-08</th> <th style="text-align: center;">FY 06-07</th> <th style="text-align: center;">FY 07-08</th> <th style="text-align: center;">FY 06-07</th> <th style="text-align: center;">FY 07-08</th> <th style="text-align: center;">FY 06-07</th> </tr> </thead> <tbody> <tr> <td>Dev. Asset</td> <td style="text-align: center;">79.4%</td> <td style="text-align: center;">50.0%</td> <td style="text-align: center;">85.7%</td> <td style="text-align: center;">84.4%</td> <td style="text-align: center;">86.4%</td> <td style="text-align: center;">94.3%</td> </tr> <tr> <td>Program-Specific</td> <td style="text-align: center;">88.8%</td> <td style="text-align: center;">55.7%</td> <td style="text-align: center;">90.1%</td> <td style="text-align: center;">71.6%</td> <td style="text-align: center;">89.9%</td> <td style="text-align: center;">76.3%</td> </tr> </tbody> </table>	Service Productivity	Youth-Reported		Parent-Reported		Staff-Reported		FY 07-08	FY 06-07	FY 07-08	FY 06-07	FY 07-08	FY 06-07	Dev. Asset	79.4%	50.0%	85.7%	84.4%	86.4%	94.3%	Program-Specific	88.8%	55.7%	90.1%	71.6%	89.9%	76.3%
Service Productivity	Youth-Reported		Parent-Reported		Staff-Reported																									
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State outcomes for Restorative Justice Program are measured for 90 days after program exit. Arrest and incarceration rates were positive. Restitution completion rate indicate a 3.2% decrease.

Table 64

State Required Outcomes, 2001-2008							
Outcome (Rate)	Arrest	Probation Completion	Incarceration	Restitution Completion	Court-Ordered Community Service Completion	Probation Violation	
R J P	FY 01-02	14%	NA	1%	74%	NA	NA
	FY 02-03	17%	NA	1%	69%	NA	NA
	FY 03-04	15%	NA	0.0%	0.0%	NA	NA
	FY 04-05	22%	NA	0.0%	69%	NA	NA
	FY 05-06	4%	NA	0.3%	82%	NA	NA
	FY 06-07	5%	NA	0.6%	82%	NA	NA
	FY 07-08	4.2%	NA	0.5%	78.8%	NA	NA

Table 65

One-Year Trend for Intermediate Outcomes FY 2006- 2007 to FY 2007-08						
	Arrest	Probation Completion	Incarceration	Restitution Completion	Court-Ordered Community Service Completion	Probation Violation
RJP	↘	NA	→	↘	NA	NA

On the following table is a historical summary of results from the logic model pertaining to customer satisfaction, developmental asset service productivity and program-specific productivity in addition to the Local Outcomes Goals.

The highlights of the Restorative Justice results were a 4% increase in youth and parent customer satisfaction over the previous evaluation year. Additionally, 5% increases in both development asset productivity and program-specific productivity reported by parents indicate strong performance.

Table 66

JJCPA Local Outcomes and Results Summary - Restorative Justice Program								
Program	Goal	Actual FY 2001-02	Actual FY 2002-03	Actual FY 2003-04	Actual FY 2004-05	Actual FY 2005-06	Actual FY2006-07	Actual FY2007-08
R J P	70% of youth will report an increase in their understanding of the impact of his/her behavior on others.	NA	NA	NA	NA	NA	77%	75%
	70% of parents will report an increase in their child's understanding of the impact of his/her behavior on others.	NA	NA	NA	NA	NA	84%	86%
	70% of youth will report an increase in his/her sensitivity to and understanding of the negative impact of crimes on victims.	66%	76%	74%	57%	65%	NA	NA
	30% of youth will show a growth in risk avoidance, protective, and resiliency assets.	61%	66%	62%	59%	55%	NA	NA
	The average number of days from referral to NAB conference will not exceed 18 days.	11	41	54	NA	NA	NA	NA
	70% of NAB conferences will have victim representation at the conference.	24%	39%	58%	NA	NA	NA	NA
	70% average youth customer satisfaction rating.	NA	NA	66%	76%	79%	79%	83%
	70% average parent customer satisfaction rating.	NA	NA	79%	83%	84%	84%	88%
	60% youth developmental asset service productivity, as reported by youth.	NA	NA	NA	52%	54%	54%	55%
	60% youth developmental asset service productivity, as reported by parents.	NA	NA	NA	60%	63%	63%	68%
	60% program-specific service productivity, as reported by youth.	NA	NA	NA	60%	65%	68%	66%
	60% program-specific service productivity, as reported by parents.	NA	NA	NA	71%	76%	76%	81%

The following table shows the RPRAs asset level scores for each Restorative Justice Program community-based partners. As illustrated below, the Alum Rock Counseling Center served the lowest asset level youth, and Community Solutions served the highest. Youth served by CHAC had the highest resiliency assets but the lowest social attachment asset level. While youth served by Alum Rock Counseling Center had the lowest risk avoidance and protective assets but the highest social attachment.

Table 67

Agency	Asset Level	Total Assets		Risk Avoidance	Protective	Resiliency	Social Attachment
	FY 07-08	FY 07-08	FY 06-07	FY 07-08	FY 07-08	FY 07-08	FY 07-08
ARCC	MEDIUM	81.6%	NA	82.7%	84.2%	78.8%	86.2%
Bill Wilson Center	MEDIUM	82.6%	83.1%	85.5%	85.3%	78.6%	84.8%
CHAC	MEDIUM	82.7%	84.1%	83.2%	85.6%	79.4%	80.9%
Community Solutions	MEDIUM	84.8%	84.2%	86.2%	88.9%	77.8%	83.6%
All Programs	MEDIUM	82.4%	82.9%	84.7%	85.3%	78.7%	84.6%

The table below notes that the youth in the Restorative Justice Mentoring program operated by MACSA had low asset levels. The lowest levels were social attachment and resiliency.

Table 68

Agency	Asset Level	Total Assets		Risk Avoidance	Protective	Resiliency	Social Attachment
	FY 07-08	FY 07-08	FY 06-07	FY 07-08	FY 07-08	FY 07-08	FY 07-08
CYO	NDA	NDA	NDA	NDA	NDA	NDA	NDA
MACSA	LOW	79.1%	79.6%	84.7%	78.9%	76.0%	75.9%
All Programs	LOW	79.1%	79.6%	84.7%	78.9%	76.0%	75.9%

The Restorative Justice Program continues to serve youth in the same parts of the county and predominately in San Jose. The only noticeable change was the increase in youth from the South San Jose area near Oak Grove High School and a decrease in youth from Gilroy and Milpitas.

Table 69

**Zip Codes with Most RJP Clients
by Rank and Number of Clients**

		FY07-08	#	FY06-07	#
Andrew Hill HS/Edenvale	95111	1	444	2	333
King/Ocala/Overfelt HS	95122	2	426	3	281
Alum Rock/James Lick HS	95127	3	421	1	338
Mayfair	95116	4	399	4	279
S. San Jose/Oak Grove HS	95123	5	307	7	242
Gilroy	95020	6	272	5	269
Milpitas	95035	7	235	6	250
Downtown San Jose	95112	8	205	9	193
Evergreen/Silver Creek HS	95121	9	192	-	-
Evergreen/Evergreen Valley HS	95148	10	168	-	-
Berryessa/Piedmont Hills HS	95132	11	159	11	174
Morgan Hill	95037	12	150	8	197
Sunnyvale	94086	13	145	10	185
S. San Jose/Gunderson HS	95136	14	143	-	-

Program Summary Pages

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 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.

Primary Partners

- Catholic Charities of Santa Clara County
- Mexican American Community Services Agency
- Rebekah Children's Services
- Probation Department

Table 70

JJCPA Performance – Logic Model Evaluation System Support and Enhancement Services, FY 2007-08																					
Performance-Logic Model Term		Evaluation Questions	Answer to Evaluation Questions																		
E F F O R T	Inputs	What was spent on services?	Catholic Charities and subcontractors spent \$411,718 to deliver services for the Support and Enhancement Services Program.																		
	Customers	Who were the customers?	See appendix .																		
	Strategies	What service strategies were used?	<p>Middle column shows percent of all units of service delivered in FY 2007-08.</p> <table border="1"> <thead> <tr> <th>Activity</th> <th>FY 07-08</th> </tr> </thead> <tbody> <tr> <td>Outreach & Recruitment</td> <td>0.0%</td> </tr> <tr> <td>Intake, Assess. & ISP</td> <td>4.5%</td> </tr> <tr> <td>Home/School Visit/Parents</td> <td>22.9%</td> </tr> <tr> <td>Ind./Family Counsel</td> <td>7.9%</td> </tr> <tr> <td>Case Mgmt., Support, Refer.</td> <td>44.6%</td> </tr> <tr> <td>Transportation</td> <td>0.0%</td> </tr> <tr> <td>Field Trips & Cmty. Service</td> <td>10.7%</td> </tr> <tr> <td>Group Workshops</td> <td>9.4%</td> </tr> </tbody> </table>	Activity	FY 07-08	Outreach & Recruitment	0.0%	Intake, Assess. & ISP	4.5%	Home/School Visit/Parents	22.9%	Ind./Family Counsel	7.9%	Case Mgmt., Support, Refer.	44.6%	Transportation	0.0%	Field Trips & Cmty. Service	10.7%	Group Workshops	9.4%
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Field Trips & Cmty. Service	10.7%																				
Group Workshops	9.4%																				
Output: Units of Service	How much service was provided?	The Support and Enhancement Services Program delivered 22,479 units of service. One unit of service equals one hour of direct service per customer.																			
Output: Cost per Unit of Service	What was the cost to provide services?	The cost per unit of service for services delivered by community-based providers was \$18.32.																			
E F F E C T	Performance Measure: Customer Satisfaction	Were customers satisfied with services?	<p>The average customer satisfaction rating (out of 100 possible points) was:</p> <p><input type="checkbox"/>youth -reported = 87.4</p> <p><input type="checkbox"/>parent -reported = 89.0</p>																		
	Performance Measure: Productivity Outcomes	Were services effective in producing the desired change?	<p>Productivity scores (scale from -100% to +100%) reflect the percent of targeted changes achieved minus the percent of targeted changes missed. Scores are listed by respondent.</p> <table border="1"> <thead> <tr> <th rowspan="2">Service Productivity</th> <th>Youth-Reported</th> <th>Parent-Reported</th> <th>Staff-Reported</th> </tr> <tr> <th>FY 07-08</th> <th>FY 07-08</th> <th>FY 07-08</th> </tr> </thead> <tbody> <tr> <td>Dev. Asset</td> <td>68.8%</td> <td>81.5%</td> <td>72.5%</td> </tr> <tr> <td>Program-Specific</td> <td>73.8%</td> <td>72.9%</td> <td>66.5%</td> </tr> </tbody> </table>	Service Productivity	Youth-Reported	Parent-Reported	Staff-Reported	FY 07-08	FY 07-08	FY 07-08	Dev. Asset	68.8%	81.5%	72.5%	Program-Specific	73.8%	72.9%	66.5%			
Service Productivity	Youth-Reported	Parent-Reported	Staff-Reported																		
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Program-Specific	73.8%	72.9%	66.5%																		

Fiscal Year 2007 – 2008 is the baseline year for SES Local and State outcomes data. SES achieved each of the local outcome goals set forth.

Table 71

JJCPA Local Outcomes and Results Summary Support and Enhancement Services		
Program	Goal	Actual FY2007-08
SES	50% of youth will indicate an improvement in school attendance.	67%
	50% of parents will indicate an improvement in their child's school attendance.	62%
	70% of youth will indicate an improvement in their ability to make good choices.	78%
	70% of parents will indicate an improvement in their ability to make good choices.	71%
	70% average youth customer satisfaction rating.	87%
	70% average parent customer satisfaction rating.	89%
	60% youth developmental asset service productivity, as reported by youth.	69%
	60% youth developmental asset service productivity, as reported by parents.	82%
	60% program-specific service productivity, as reported by youth.	74%
	60% program-specific service productivity, as reported by parents.	73%

Table 72

State Required Outcomes FY 2007- 2008						
	Arrest	Probation Completion	Incar- ceration	Restitution Completion	Court- Ordered Community Service Completion	Probation Violation
SES	0.0%	7.4%	10.0%	NA	NA	14.8%

Both agencies in the Support and Enhancement Services program served low asset youth. Youth served by Catholic Charities had higher risk avoidance and resiliency asset levels than MACSA youth. MACSA youth had much higher protective and social attachment asset levels.

Table 73

Agency	Asset Level	Total Assets	Risk			Social
			Avoidance	Protective	Resiliency	Attachment
	FY 07-08	FY 07-08	FY 07-08	FY 07-08	FY 07-08	FY 07-08
Catholic Charities	LOW	80.6%	80.9%	82.2%	78.7%	82.1%
MACSA	LOW	80.7%	78.6%	87.0%	76.5%	88.6%
All Programs	LOW	80.6%	80.2%	83.7%	78.0%	84.1%

The Mayfair area of East San José and Gilroy had the greatest number of youth clients in the SES program.

Table 74

**Zip Codes with Most SES Clients
by Rank and Number**

		FY07-08	#
Mayfair	95116	1	33
Gilroy	95020	2	30
S. San Jose/Oak Grove HS	95123	3	20
Andrew Hill/Edenvale	95111	4	17
Milpitas	95035	4	17
King/Ocala/Overfelt HS	95122	5	16

Program Summary Pages

TRUANCY REDUCTION SERVICES

Overview

The Truancy Reduction Services (TRS) is comprised of four community-based organizations (CBO) and ten school districts. The four youth service organizations serve school-age youth between the ages of six and 17 years who are identified as “habitual” truants – those with six or more absences. The collaborative was formed based on an *Action Plan* developed by the Status Offender Services (SOS) Task Force. The *Action Plan* called for an expansion of services to status offenders, including truants of all ages.

During FY 2004-05, the collaborative between the four community-based organizations was expanded from nine to ten participating school districts. The relationship is delineated in memorandums of understanding between the service agencies and school districts.

Partners

- Alum Rock Counseling Center (lead agency)
Community Solutions
- California Youth Outreach

School Districts

- School Districts and Student Attendance Review Boards (SARB)
 1. East Side Union High School District
 2. San José Unified School District
 3. Santa Clara Unified School District
 4. Cupertino School District
 5. Sunnyvale School District
 6. Gilroy Unified School District
 7. Morgan Hill Unified School District
 8. Alum Rock Union Elementary School District
 9. Berryessa Union School District
 10. Franklin-McKinley School District

Program Approach

Depending on the school district, youth clients are referred to the program by the youth’s attendance office, school Counselor or Administrator, and/or SARB. In some cases, school districts have opted to place the TRS counselor at a school(s) with a demonstrated incidence of truancy. If any TRS service provider receives a referral from a CBO, and if the child/youth is in the corresponding school district, the referring source is directed to the child’s school to make the referral to TRS.

All TRS cases are certified by a school official and/or administrator. This ensures that the school and/school district are identifying the youths and for monitoring and tracking purposes. Referring sources receive a report back on the case disposition within one week of referral or one month, as established with the school district. The Case Managers with input from the collaborating school district have an established referral and report-back process.

Intensive case management services are provided to youth who are referred to the program. Intensive case management includes comprehensive youth and family assessment; development and implementation of an individual case plan with focus on increasing school attendance, participation, achievement, and diversion of youth from involvement with the criminal justice system; individual one-on-one support, and monitoring of progress through individual and family case management, school visits, home visits, and referral to other services as needed.

Each Case Manager carries a caseload of 15-20 clients and generally carries the cases for an average of 90 days. In addition to working with the referred youth, Case Managers work closely with parents and siblings of the identified youth. In some instances, Case Managers discover early truancy behaviors in younger siblings. Working with parents is also an integral part of the Case Manager's effort to improve the youth's school attendance. Case Managers refer parents to counseling, job training, and substance abuse services as part of the overall goal to reduce the youth's truant behavior. The TRS intervention model integrates culturally sensitive and language proficient services that are relevant and appropriate to the needs of participating youths and their families. Service providers work to ensure that clients have access to educational services as well as linked to community resources, including monitoring and follow-up.

Table 75

JJCPA Performance – Logic Model Evaluation System Truancy Reduction Services, FY 2007-08							
Performance-Logic Model Term		Evaluation Questions	Answer to Evaluation Questions				
E F F O R T	Inputs	What was spent on services?	Truancy Reduction Services expended \$276,575 in JJCPA grant funds to deliver services.				
	Customers	Who were the customers?	Served 275 customers. See appendix.				
	Strategies	What service strategies were used?	Middle column shows percent of all units of service delivered.				
			Activity	FY 07-08	FY 06-07		
			Outreach & Recruitment	13.4%	10.3%		
			Intake, Assess. & ISP	17.2%	10.1%		
		Home/School Visit/Parents	29.1%	35.2%			
		Ind./Family Counsel	14.9%	16.3%			
		Case Mgmt., Support, Refer.	25.3%	26.6%			
		Transportation	0.0%	0.0%			
		Field Trips & Cmty. Service	0.0%	1.0%			
		Group Workshops	0.0%	0.4%			
	Output: Units of Service	How much service was provided?	Community-based providers of Truancy Reduction Services delivered 7,917 units of service. One unit of service equals one hour of direct service per customer.				
	Output: Cost per Unit of Service	What was the cost to provide services?	The cost per unit of service for services delivered by the community-based providers was \$34.93.				
E F F E C T	Performance Measure: Customer Satisfaction	Were customers satisfied with services?	The average customer satisfaction rating (out of 100 possible points) was: <input type="checkbox"/> youth-reported = 83.0% <input type="checkbox"/> parent-reported = 78.5%				
	Performance Measure: Productivity Outcomes	Were services effective in producing the desired change?	Productivity scores (scale from -100% to +100%) reflect the percent of targeted changes achieved minus the percent of targeted changes missed. Scores are listed by respondent.				
			Service Productivity	Youth-Reported		Parent-Reported	
			FY 07-08	FY 06-07	FY 07-08	FY 06-07	
		Dev. Asset	74.7%	65.9%	78.9%	70.0%	
		Program-Specific	76.8%	67.4%	79.9%	77.5%	

Table 76

JJCPA Performance – Logic Model Evaluation System Truancy Reduction – Alum Rock Counseling Center, FY 2007-08																																	
Performance- Logic Model Term		Evaluation Questions	Answer to Evaluation Questions																														
E F F O R T	Inputs	What was spent on services?	Alum Rock Counseling Center and subcontractor Community Solutions spent \$187,672 to deliver services for the Truancy Reduction Program.																														
	Customers	Who were the customers?	182 Customers																														
	Strategies	What service strategies were used?	<p>Middle column shows percent of all units of service delivered in FY 2007-08.</p> <table border="1"> <thead> <tr> <th>Activity</th> <th>FY 07-08</th> <th>FY 06-07</th> </tr> </thead> <tbody> <tr> <td>Outreach & Recruitment</td> <td>16.9%</td> <td>10.6%</td> </tr> <tr> <td>Intake, Assess. & ISP</td> <td>15.4%</td> <td>11.6%</td> </tr> <tr> <td>Home/School Visit/Parents</td> <td>28.9%</td> <td>42.0%</td> </tr> <tr> <td>Ind./Family Counsel</td> <td>15.9%</td> <td>18.9%</td> </tr> <tr> <td>Case Mgmt., Support, Refer.</td> <td>22.9%</td> <td>16.9%</td> </tr> <tr> <td>Transportation</td> <td>0.0%</td> <td>0.0%</td> </tr> <tr> <td>Field Trips & Cmty. Service</td> <td>0.0%</td> <td>0.0%</td> </tr> <tr> <td>Group Workshops</td> <td>0.0%</td> <td>0.0%</td> </tr> </tbody> </table>				Activity	FY 07-08	FY 06-07	Outreach & Recruitment	16.9%	10.6%	Intake, Assess. & ISP	15.4%	11.6%	Home/School Visit/Parents	28.9%	42.0%	Ind./Family Counsel	15.9%	18.9%	Case Mgmt., Support, Refer.	22.9%	16.9%	Transportation	0.0%	0.0%	Field Trips & Cmty. Service	0.0%	0.0%	Group Workshops	0.0%	0.0%
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Group Workshops	0.0%	0.0%																															
Output: Units of Service	How much service was provided?	Alum Rock Counseling Center delivered 5,179 units of service. One unit of service equals one hour of direct service per customer.																															
Output: Cost per Unit of Service	What was the cost to provide services?	The cost per unit of service for this provider was \$36.24.																															
E F F E C T	Performance Measure: Customer Satisfaction	Were customers satisfied with services?	<p>The average customer satisfaction rating (out of 100 possible points) was:</p> <ul style="list-style-type: none"> <input type="checkbox"/> youth-reported = 79.6% <input type="checkbox"/> parent-reported = 79.2% 																														
	Performance Measure: Productivity Outcomes	Were services effective in producing the desired change?	<p>Productivity scores (scale from -100% to +100%) reflect the percent of targeted changes achieved minus the percent of targeted changes missed. Developmental asset and program-specific targeted changes are listed by respondent.</p> <table border="1"> <thead> <tr> <th rowspan="2">Service Productivity</th> <th colspan="2">Youth-Reported</th> <th colspan="2">Parent-Reported</th> <th colspan="2">Staff-Reported</th> </tr> <tr> <th>FY 07-08</th> <th>FY 06-07</th> <th>FY 07-08</th> <th>FY 06-07</th> <th>FY 07-08</th> <th>FY 06-07</th> </tr> </thead> <tbody> <tr> <td>Dev. Asset</td> <td>69.3%</td> <td>58.8%</td> <td>69.8%</td> <td>57.7%</td> <td>64.2%</td> <td>50.3%</td> </tr> <tr> <td>Program-Specific</td> <td>73.5%</td> <td>66.6%</td> <td>79.8%</td> <td>69.2%</td> <td>71.8%</td> <td>63.2%</td> </tr> </tbody> </table>				Service Productivity	Youth-Reported		Parent-Reported		Staff-Reported		FY 07-08	FY 06-07	FY 07-08	FY 06-07	FY 07-08	FY 06-07	Dev. Asset	69.3%	58.8%	69.8%	57.7%	64.2%	50.3%	Program-Specific	73.5%	66.6%	79.8%	69.2%	71.8%	63.2%
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Program-Specific	73.5%	66.6%	79.8%	69.2%	71.8%	63.2%																											

Table 77

JJCPA Performance – Logic Model Evaluation System Truancy Reduction Services – California Youth Outreach, FY 2007-08																																		
Performance-Logic Model Term		Evaluation Questions	Answer to Evaluation Questions																															
E F F O R T	Inputs	What was spent on services?	California Youth Outreach spent \$88,903 spent to deliver services for the Truancy Reduction Program.																															
	Customers	Who were the customers?	93 customers																															
	Strategies	What service strategies were used?	Middle column shows percent of all units of service delivered in FY 2007-08.																															
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Field Trips & Cmty. Service	0.0%	4.5%																																
Group Workshops	0.0%	1.6%																																
Output: Units of Service	How much service was provided?	California Youth Outreach delivered 2,738 units of service. One unit of service equals one hour of direct service per customer.																																
Output: Cost per Unit of Service	What was the cost to provide services?	The cost per unit of service for this provider was \$32.47.																																
E F F E C T	Performance Measure: Customer Satisfaction	Were customers satisfied with services?	The average customer satisfaction rating (out of 100 possible points) was: <input type="checkbox"/> youth-reported = 89.2% <input type="checkbox"/> parent-reported = 77.8%																															
	Performance Measure: Productivity Outcomes	Were services effective in producing the desired change?	Productivity scores (scale from -100% to +100%) reflect the percent of targeted changes achieved minus the percent of targeted changes missed. Developmental asset and program-specific targeted changes are listed by respondent.																															
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The results of the State -required outcomes for Truancy Reduction Services over the last seven years are listed in the table below. Very few Truancy program clients are actually on probation, in this case, two of three youth or 67% completed probation during the evaluation period.

Table 78

State Required Outcomes, 2001-2008							
Outcome (Rate)	Arrest	Probation Completion	Incar-ceration	Restitution Completion	Court-Ordered Community Service Completion	Probation Violation	
T r u a n c y	FY 01-02	1.6%	0.0%	0.0%	NA	NA	0.0%
	FY 02-03	11.1%	17.6%	0.0%	NA	NA	2.9%
	FY 03-04	5.0%	13.0%	0.0%	NA	NA	13.0%
	FY 04-05	21.0%	0.0%	0.0%	NA	NA	0.0%
	FY 05-06	1.8%	55.3%	1.4%	NA	NA	2.1%
	FY 06-07	2.0%	0.0%	0.8%	NA	NA	100.0%
	FY 07-08	0.0%	66.7%	0.0%	NA	NA	0.0%

The trend for each Truancy Reduction Services State – required outcomes for fiscal year 2007-08 is reflected in the table below. All outcomes are heading in a positive direction.

Table 79

Trend for State Outcomes FY 2006-07 to FY 2007-08						
	Arrest	Probation Completion	Incar-ceration	Restitution Completion	Court-Ordered Community Service Completion	Probation Violation
Truancy	↘	↗	→	NA	NA	↘

On the following table is a historical summary of results from the logic model pertaining to customer satisfaction, developmental asset service productivity and program-specific productivity in addition to the Local Outcomes Goals.

The results from the Truancy Reduction Services program are mixed. Youth indicated a 5% improvement in their school attendance; while their parents indicated a 7% decrease in improvement. Parents indicated a 17% drop in their child's ability to seek support from them and other community services. ARCC and Community Solutions plan to implement parenting workshops to remedy this lapse in programming. Truancy providers should be commended for the 9% increases reported by youth and parents in developmental asset productivity.

Table 80

JJCPA Local Outcomes and Results Summary Truancy Reduction Services								
Program	Goals	Actual FY 2001- 02	Actual FY 2002- 03	Actual FY 2003- 04	Actual FY 2004- 05	Actual FY 2005- 06	Actual FY2006-07	Actual FY2007-08
T R U A N C Y	50% of youth will indicate an improvement in school attendance.	NA	NA	NA	NA	NA	73%	78%
	50% of parents will indicate improvement in their child's school attendance.	73%	76%	80%	73%	76%	80%	73%
	70% of youth will report an improvement in their ability to seek support from their parents and other community services	NA	NA	NA	NA	NA	60%	59%
	70% of parents will report an improvement in their child's ability to seek support from them and other community services	NA	NA	NA	NA	NA	77%	60%
	70% of youth will report improved communication with his/her parents.	57%	58%	52%	74%	61%	NA	NA
	70% of parents will report improved communication with their son/daughter.	75%	72%	62%	68%	69%	NA	NA
	70% average youth customer satisfaction rating.	NA	NA	75%	79%	81%	80%	83%
	70% average parent customer satisfaction rating.	NA	NA	80%	84%	85%	85%	79%
	60% youth developmental asset service productivity, as reported by youth.	NA	NA	NA	63%	68%	66%	75%
	60% youth developmental asset service productivity, as reported by parents.	NA	NA	NA	65%	68%	70%	79%
	60% program-specific service productivity, as reported by youth.	NA	NA	NA	68%	70%	67%	77%
	60% program-specific service productivity, as reported by parents.	NA	NA	NA	76%	77%	78%	80%

The table below illustrates the asset levels of the youth served by the Truancy providers as indicated on the RPRA tool. CYO served higher asset youth than ARCC and its subcontractor, Community Solutions.

Table 81

Agency	Asset Level	Total Assets			Risk			Social
		FY 07-08	FY 07-08	FY 06-07	Avoidance FY 07-08	Protective FY 07-08	Resiliency FY 07-08	Attachment FY 07-08
ARCC & Comm. Sols	LOW	78.7%	79.4%	85.2%	80.8%	72.0%	83.8%	
CYO	MEDIUM	82.2%	85.1%	86.4%	81.7%	80.2%	83.7%	
All Programs	LOW	80.1%	81.7%	85.7%	81.2%	75.4%	83.8%	

The seven highest ranked areas of the county with Truancy clients remained unchanged from the previous evaluation year except for San Martin falling out of the #5 spot. There were greater concentrations of youth

Table 82

**Zip Codes with Most TRS Clients
By Rank and Number of Clients**

		FY07-08	#	FY06-07	#
Alum Rock/James Lick HS	95127	1	66	3	19
King/Ocala/Overfelt HS	95122	2	34	1	36
Morgan Hill	95037	3	25	2	27
Andrew Hill HS/Edenvale	95111	4	24	3	19
Mayfair	95116	5	23	7	11
Gilroy	95020	6	20	4	18
Berryessa/ Piedmont Hills HS	95132	7	13	6	12
Sunnyvale	94086	7	13	-	-
Santa Clara	95050	8	11	-	-
Santa Clara	95051	8	11	-	-
Downtown SJ	95112	9	7	7	11
San Martin	95046	-	2	5	15

BACKGROUND

Background

The Juvenile Justice Crime Prevention Act (JJCPA) provides support to local jurisdictions to implement their local juvenile justice action strategy. The passage of JJCPA (also known as the Schiff-Cardenas Crime Prevention Act) in 2000 provided over \$121 million to counties for juvenile justice programs. Allocations were made to counties based on population and given only to those counties with a Board of Corrections (BOC)-approved Comprehensive Multi-Agency Juvenile Justice Plan (CMJJP). As required by the creating legislation, counties were required to articulate their local CMJJP strategy.

Comprehensive Multi-Agency Juvenile Justice Plan

Community Crime Prevention Associates (CCPA) was retained by the Probation Department to assist in the development of the CMJJP, as well as the development of prioritized programs. Santa Clara County's CMJJP was an update of its Local Action Plan originally developed in 1997 in response to the Juvenile Crime Enforcement and Accountability Challenge Grant.

As with the previous Local Action Plan, the CMJJP was developed with the input of numerous key community leaders including:

- Alum Rock Counseling Center
- Asian Americans for Community Involvement
- Asian American Recovery Services
- Big Brothers/Big Sisters
- Bill Wilson Center
- Boys and Girls Clubs
- California Youth Outreach
- Catholic Charities
- Center for Training & Careers
- City of San José – Mayor's Gang Prevention Task Force, BEST Program, Youth Intervention & Employee Svcs., Police Dept.
- City Year
- Community Solutions
- Crosscultural Community Services Center
- Department of Corrections
- District Attorney's Office
- Fair Middle School
- Filipino Youth Coalition
- Franklin-McKinley S.D.
- Fresh Life for Youth
- Juvenile Court Judges
- MACSA
- Mental Health Department
- Office of Supervisor Blanca Alvarado
- Office of Supervisor Jim Beall
- Office of Human Relations
- Pathway Society
- Probation Department
- Public Allies
- Public Defender's Office
- ROHI Alternative Community Outreach
- San José Conservation Corps
- Social Advocates for Youth
- Social Services Agency
- Ujima Adult & Family Services
- United Way of Silicon Valley
- Vietnamese Voluntary Foundation
- YWCA

The creating legislation required that programs proposed for funding:

1. Be based on programs and approaches along the entire continuum of services that have demonstrated effectiveness in reducing delinquency and addressing juvenile crime;
2. Collaborate and integrate services;
3. Employ information sharing systems; and
4. Adopt goals to be used to determine the effectiveness of programs.

In addition to the proposed programs for funding, the State required counties to include the following in the CMJJP:

1. Assessment of existing youth services specifically targeted at at-risk youth, juvenile offenders, and their families;
2. Identification and prioritization of at-risk neighborhoods and schools; and
3. Development of a strategy providing a continuum of responses to juvenile crime.

Lastly, the five guiding principles adopted by the Juvenile Justice Coordinating Council (JJCC), Santa Clara County's local oversight committee required by the legislation, helped to shape activities related to juvenile crime enforcement. The JJCC has relied on these principles to guide budget and policy recommendations, assist law and justice practitioners understand their role in the larger system of services for children and youth, and support service providers shape their services. These five guiding principles are:

- strengthen the family to instill moral values and provide guidance and support to children. Where there is no functioning family unit, we must establish a family surrogate to assist the child to develop pro-social behavior;
- support core social institutions, such as schools, religious institutions, community-based organizations, and public youth service organizations, in order to develop pro-social behavior in our youth;
- promote delinquency prevention programs as a cost effective approach to reducing juvenile delinquency. Levels of prevention programs are an appropriate sanction for problem delinquent behavior;
- intervene immediately and effectively when at-risk and delinquent behavior occurs to successfully prevent delinquent offenders from becoming chronic offenders or committing more progressively serious and violent crimes; and

- identify and control the small group of serious, violent, and chronic juvenile offenders who have failed to respond to intervention efforts and graduated sanctions. Incarcerating these youths will protect the community through their removal.

Additional Information

The evaluation team included Rachel Camacho, Andrea Flores Shelton, and with the assistance of Dr. Peter Ellis, Tanya Baker and Dr. Rex Green. For additional information contact:

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Appendix

DATA SETS BY PROGRAM AND PROVIDER

Table 83
JJCPA-wide – Client Matrix

Gender	Female=30%	Male=70%	
Ethnicity	Af. Am.=7.2%	A/PI=9.4%	Lat.=61.4%
	Other=2.7%	Unk.=0.2%	White=19%
Age	Up to 9=0.3%	10 to 11=1.9%	12 to 13=14.4%
	14 to 15=35.1%	16 to 17=43.2%	18 to 19=5.2%
	>20=0.0%	DNA=0.0%	
Youth Developmental Asset Level			Low

Table 84
Aftercare

Gender	Female=13.8%	Male=86.2%	
Ethnicity	Af. Am.=8.7%	A/PI=6.9%	Lat.=75.8%
	Other=1.0%	Unk.=0%	White=7.6%
Age	Up to 9=0%	10 to 11=0.0%	12 to 13=0.7%
	14 to 15=17.0%	16 to 17=66.1%	18 to 19=16.3%
	>20=0%	DNA=0%	
Youth Developmental Asset Level			Low

Table 85
Enhanced Services for High-Risk Probationers

Gender	Female=15.0%	Male=85.0%	
Ethnicity	Af. Am.=5.0%	A/PI=10.0%	Lat.=63.3%
	Other=5.0%	Unk.=5.0%	White=11.7%
Age	Up to 9=0%	10 to 11=0%	12 to 13=0%
	14 to 15=25.0%	16 to 17=55.0%	18 to 19=18.3%
	>20=1.7%	DNA=0%	
Youth Developmental Asset Level			Low

Table 86
Multi-Agency Assessment Center - MAAC

Gender	Female=15.0%	Male=853%	
Ethnicity	Af. Am.=9.9%	A/PI=6.4%	Lat.=67.0%
	Other=1.8%	Unk.=0.3%	White=14.7%
Age	Up to 9=0%	10 to 11=0.1%	12 to 13=3.5%
	14 to 15=29.6%	16 to 17=56.3%	18 to 19=10.5%
	>20=0.1%	DNA=0%	
Youth Developmental Asset Level			Low

Table 87
Restorative Justice Program

Gender	Female=33.5%	Male=66.5%	
Ethnicity	Af. Am.=6.7%	A/PI=10.9%	Lat.=57.1%
	Other=3.2%	Unk.=0.2%	White=21.8%
Age	Up to 9=0.3%	10 to 11=2.3%	12 to 13=17.8%
	14 to 15=37.9%	16 to 17=38.6%	18 to 19=3.1%
	>20=0%	DNA=0%	
Youth Developmental Asset Level			Medium

Table 88
Support and Enhanced Services

Gender	Female=22.96%	Male=77.1%	
Ethnicity	Af. Am.=3.2%	A/PI=8.6%	Lat.=81.1%
	Other=0.4%	Unk.=0%	White=6.8%
Age	Up to 9=0%	10 to 11=0.4%	12 to 13=8.2%
	14 to 15=33.2%	16 to 17=51.4%	18 to 19=6.1%
	>20=0%	DNA=0.7%	
Youth Developmental Asset Level			Low

Table 89
Truancy Reduction Services

Gender	Female=39.9%	Male=60.1%	
Ethnicity	Af. Am.=3.1%	A/PI=0.3%	Lat.=84.0%
	Other=0.3%	Unk.=0%	White=12.2%
Age	Up to 9=2.1%	10 to 11=8.6%	12 to 13=35.7%
	14 to 15=33.3%	16 to 17=19.2%	18 to 19=1.0%
	>20=0%	DNA=0%	
Youth Developmental Asset Level			Low

DATA DEFINITIONS – STATE OUTCOMES

Table 90

STATE OUTCOMES - DATA DEFINITIONS		
Data Categories	What Data Represents	Notes
Arrest Rate (State Outcome)	Percentage of clients that received a "Petitioned" charge during the evaluation period.	Ratio is calculated by dividing the number of clients that received a "Petitioned" charge by all clients in the Outcomes Group. The "Arrest Rate" is reported on all programs.
Completion of Probation Rate (State Outcome)	Percentage of clients that completed "Formal Probation" during the evaluation period.	Ratio is calculated by dividing the number of clients that "Successfully" completed probation by the number of clients, in the Outcomes Group, that were placed on Formal Probation. Clients with a "O", "OW" or "OD" status in JAS II are considered on Formal Probation - Clients with a "ODEJ", "RJP", "UD", "IS" or "OD" (transferred out) are not included in the ratio, as they cannot "Successfully" complete probation. The "Completion of Probation Rate" is reported for Aftercare, ESP, MAAC and PEP. It is not reported for the RJP and Truancy programs.
Incarceration Rate (State Outcome)	Percentage of clients that received a Court-ordered commitment during the evaluation period.	Ratio is calculated by dividing the number of clients that received a Court-ordered commitment by all clients in the Outcomes Group. The "Incarceration Rate" is reported for all programs.
Rate of Completion of Restitution (State Outcome)	Percentage of clients that completed victim restitution during the evaluation period.	Ratio is calculated by dividing the number of clients that completed victim restitution by the number of clients, in the Outcome Group, that were required to complete victim restitution. The "Rate of Completion of Restitution" is reported for Aftercare, ESP, MAAC and RJP. It is not reported for the PEP and Truancy programs.
Court-ordered Community Service (State Outcome)	Percentage of clients that completed Court-ordered community service during the evaluation period.	Ratio is calculated by dividing the number of clients that completed Court-ordered community service by the number of clients, in the Outcome Group, that were required to complete community service. The "Court-ordered Community Service" is reported for Aftercare, ESP and MAAC. It is not reported for the RJP, PEP and Truancy programs.
Probation Violation Rate (State Outcome)	Percentage of clients that received a "Sustained" 777 (Violation of Probation) charge during the evaluation period.	Ratio is calculated by dividing the number of clients that received a "Sustained" 777 Charge by the number of clients, in the Outcomes Group, that were on Formal Probation. Clients with a "O", "OW" or "OD" status in JAS II are considered on Formal Probation - Clients with a "ODEJ", "RJP", "UD", "IS" or "OD" (transferred out) are not included in the ratio, as they were not on Formal Probation. The "Probation Violation Rate" is reported for Aftercare, ESP, MAAC, PEP and Truancy. It is not reported for the RJP.