

# HELPING TO BUILD POSITIVE FUTURES



## ANNUAL JJCPA EVALUATION REPORT: Comprehensive Annual Evaluation Report 2017

County of Santa Clara Probation Department:  
Juvenile Justice Crime Prevention Act (JJCPA)



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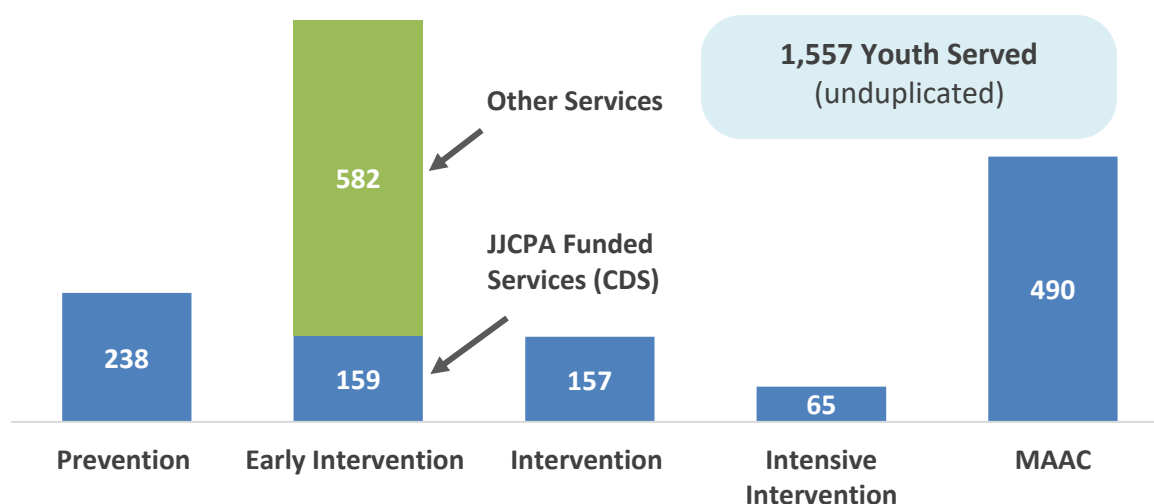
## EXECUTIVE SUMMARY

This report presents an annual evaluation of the County of Santa Clara Probation Department, Juvenile Services Division's programs that are funded by the State of California's Juvenile Justice Crime Prevention Act (JJCPA) for the calendar year 2017 (CY17, January-December). This is the third of three evaluation reports submitted by Applied Survey Research (ASR) for JJCPA-funded programs. The two previous evaluation reports were based on fiscal year schedules, covering FY 2014-15 and FY 2015-16, before the department shifted to a CY reporting schedule.

### Who was served in CY 2017?

■ JJCPA-funded programs served 1,557 youth in CY17.

Figure 1. JJCPA-Funded Programs, Number of Youth Served in CY17

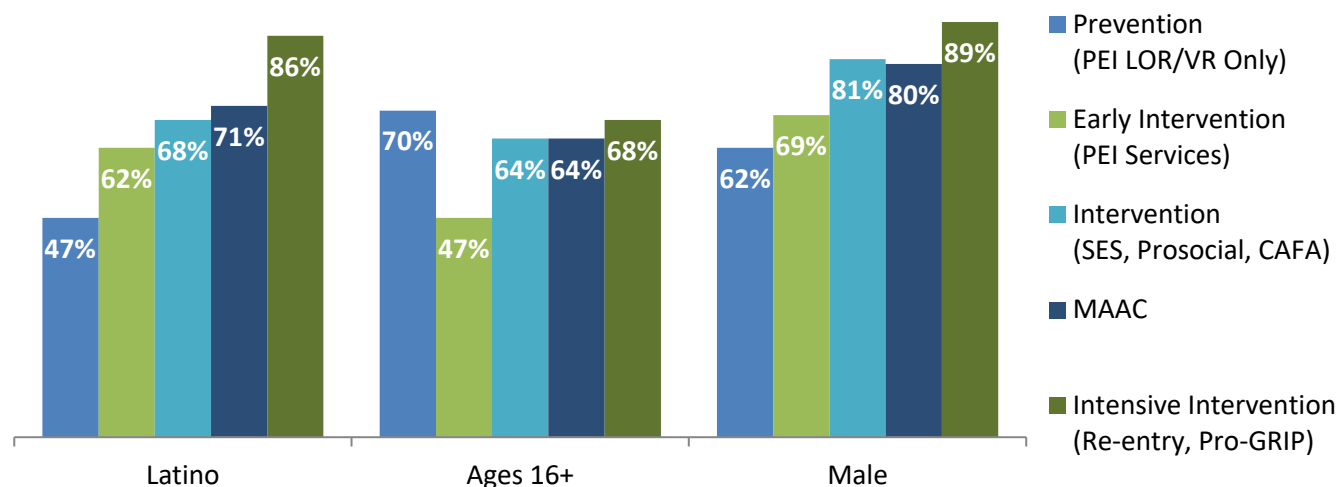


Numbers shown are unduplicated within each program. Because some youth participated in more than one program, the overall unduplicated JJCPA count (1,557 youth) is smaller than the sum of all participants from each program (1,691).

**Source:** Santa Clara Probation Department data export.

***Clients were most likely to be Latino (62%) and male (73%) and entered their programs at an average age of 15 years.***

**Figure 2. Age, Race/Ethnicity, & Gender of Youth in JJCPA-Funded Programs in CY17**



**Source:** Santa Clara Probation Department data export.

**Note:** N=238 Prevention youth; 741 Early Intervention youth; 157 Intervention youth, 490 MAAC youth, 65 Intensive youth.

## How long did youth engage with the JJCPA programs?

- Youth remained in more intensive programs for longer periods than they did in less intensive programs. Youth spent an average of five weeks in the Multi-Agency Assessment Center (MAAC), nine weeks in Prevention and Early Intervention (PEI) program (PEI Services youth), 19 weeks in Intervention programs, and 57 weeks in Intensive Intervention programs.<sup>1</sup>

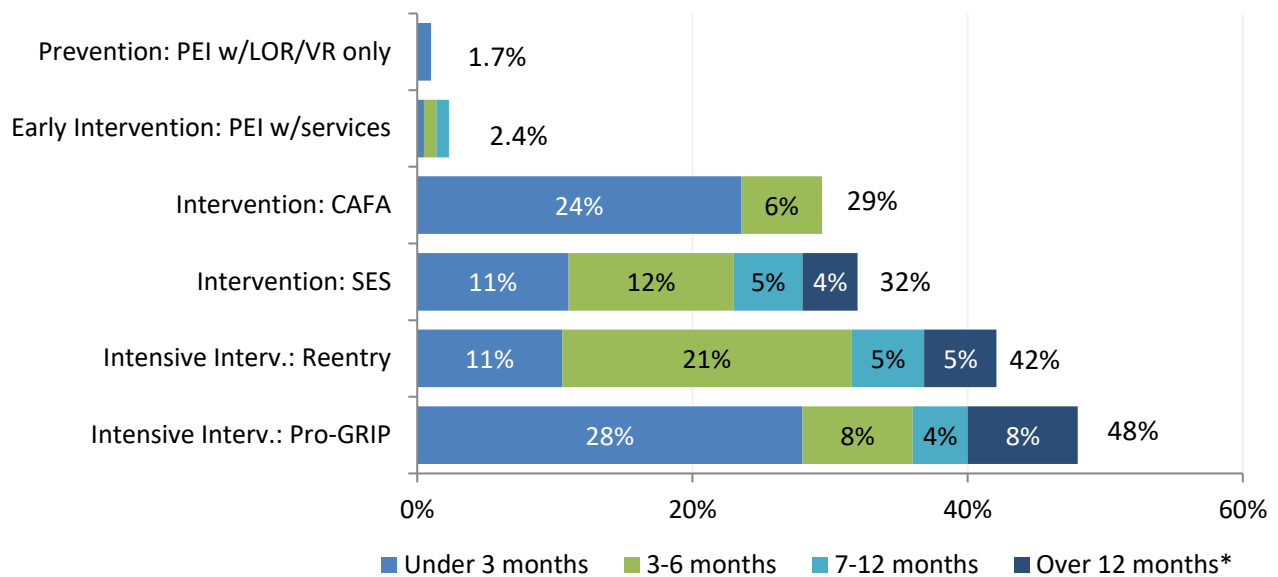
## Did youth participants demonstrate increased protective factors and improved behavior?

- In the SES program, 69 percent of youth improved in Life Functioning, as measured by the Child and Adolescent Needs and Strengths tool (CANS) which was administered at intake and follow-up. In addition, 50 percent of youth improved their school-related needs and strengths.
- Two percent of Prevention and Early Intervention youth recidivated, while 32 percent of SES youth and 42 percent of Re-entry Youth who completed aftercare recidivated. Recidivism was measured as a sustained petition or adult conviction at set intervals (for Re-entry, this interval is from aftercare exit; for SES, from program entry; for PEI, from program exit). Recidivism was not measured for MAAC youth in CY17.

Across the four program categories, recidivism was most likely to occur within the first six months after the recidivism “clock” began.

<sup>1</sup> This is the average weeks per visit or episode in MAAC, PEI, Intervention and Intensive Intervention programs.

**Figure 3. Timing of JJCPA Youth Recidivism, by Program, CY17**



**Source:** Santa Clara Probation Department data export.

Note: Rates are based on samples of 238 Prevention youth; 741 Early Intervention youth; 100 SES youth; 17 CAFA youth; 19 Re-entry youth who successfully completed aftercare; and 25 Pro-GRIP youth.

\*Due to the timing of the data export, the number of youth with data available in this category is very limited.

**■ No independent predictors of recidivism were found among PEI, SES and Re-entry youth.**

**Logistic regression analyses were conducted to identify whether any specific criteria predicted whether youth would recidivate after exiting their JJCPA programs.**

- ✓ Due to very low recidivism rates, none of the factors tested were significant predictors of recidivism for PEI youth.
- ✓ Recidivism among 100 SES youth was not predicted by either demographic characteristics or JAIS risk levels.
- ✓ The Re-entry youth sample size is too small for a regression analysis.



# JUVENILE JUSTICE CONTEXTUAL BACKGROUND

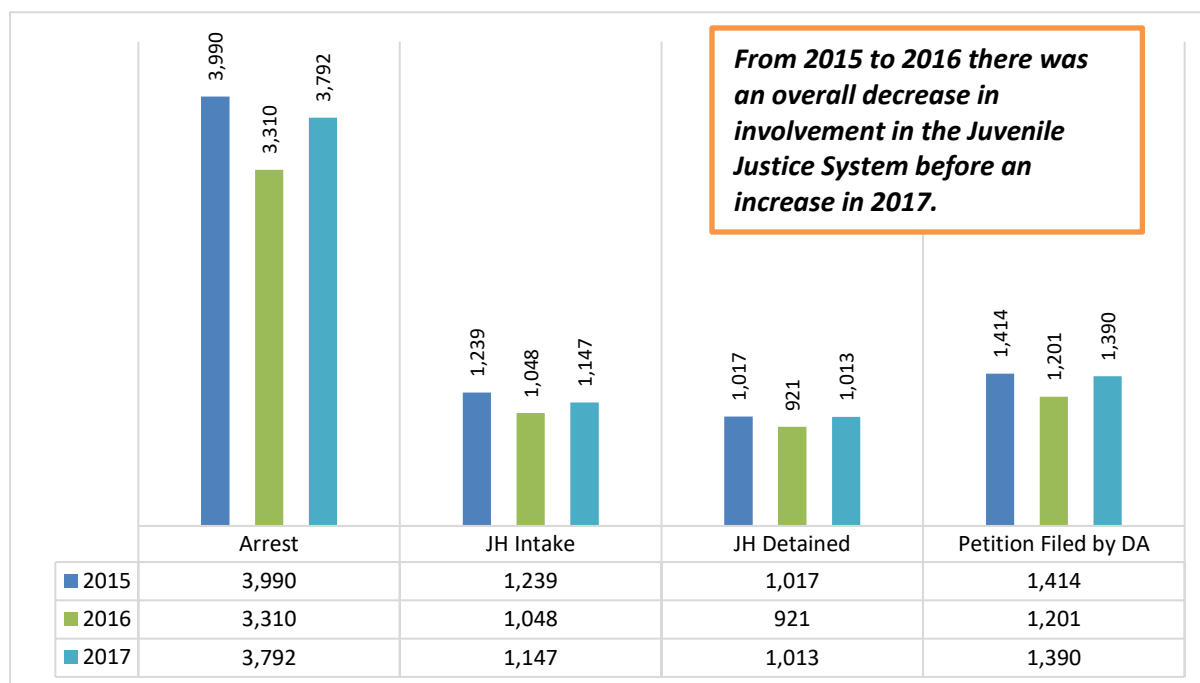
## Youth Population

Over the last two decades, Santa Clara County has had significant demographic shifts in its youth population (ages 10-17). Overall this population has increased by 15 percent, but the shift between racial and ethnic groups has been even more dramatic. The youth of Santa Clara County are now over 70 percent youth of color. The most recent data (2015) shows the population to be 35 percent Latino and 35 percent Asian/Pacific Islander. White youth now make up 27 percent of the population, African American youth make up three percent, and Native American youth make up less than one percent of the population. These demographic shifts remind us why improving outcomes for youth of color is critical to the future success, not only of our individual youth, but our community.

## Juvenile Justice Trends at Key Decision Points

As illustrated in Figure 4 (below), the number of youth involved in the juvenile justice system decreased between 2015 and 2016 before increasing in 2017. The number of arrests decreased by 680 between 2015 and 2016 (17 percent decrease) before increasing by 15 percent in 2017. Intakes to Juvenile Hall decreased by 15 percent, before increasing by nine percent in 2017. The number of detentions at Juvenile Hall decreased by 9 percent between 2015 and 2016 before increasing by 9 percent in 2017. Finally, the number of petitions filed followed a similar trend, decreasing by 15 percent before increasing by 16 percent in 2017.

**Figure 4. Trends of System Involvement for Santa Clara County Youth, 2015-2017**



**Source:** Santa Clara Probation Department data export.

## Recent Changes within the Juvenile Services Division

Every year changes are made to the way that the County of Santa Clara Probation Department, Juvenile Services Division (Department) conducts its business to improve outcomes for youth, families and communities. During 2017, Requests for Proposals issued by the Department were updated to include new performance standards including:

- Evidence-based practices
- Program Theory of Change and Logic Model
- Risk, Need, Responsivity model
- Screening and assessment

By outlining performance standards in each of these areas the Department aims to improve the consistency and quality of contracted services. Moving toward standardized reporting also better positions the Department to make data-driven decisions and identify how to meet identified Probation needs with contracted services. The use of the CANS as a screening tool across providers will also help to identify level of service and dosage for individual clients and allow for comparisons of youth across programs.

Juvenile Justice System stakeholders also adjusted to various legislative changes during the year including Proposition 57, which requires judges, rather than prosecutors to determine whether juveniles charged with certain crimes should be tried in juvenile or adult court.

# EVALUATION BACKGROUND

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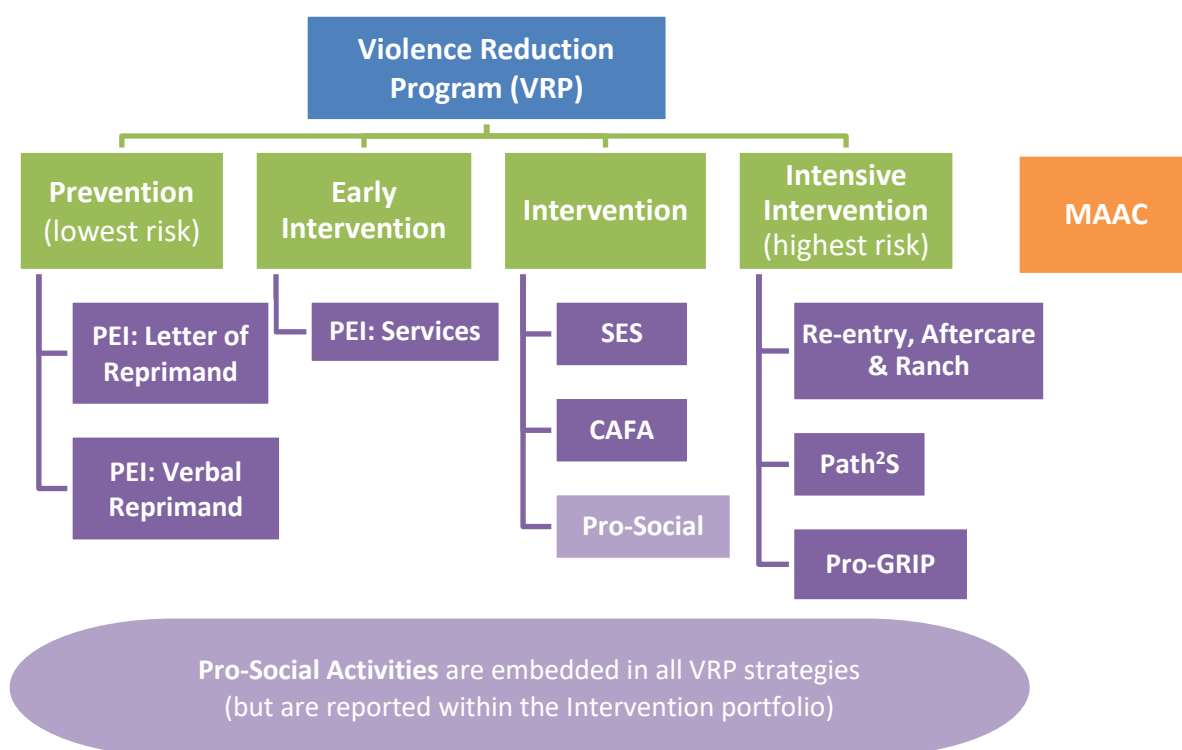
The Juvenile Justice Crime Prevention Act (JJCPA) was created by the Crime Prevention Act of 2000 to provide a stable funding source for local juvenile justice programs aimed at curbing crime and delinquency among at-risk youth. This evaluation report for the 2017 calendar year (CY17) covers the 16th year that the County of Santa Clara Probation Department was allocated the State of California's Juvenile Justice Crime Prevention Act (JJCPA) funds. Applied Survey Research (ASR) was contracted in FY14 by the County of Santa Clara Probation Department, Juvenile Services Division (Department) to update the logic models and evaluation plans of JJCPA-funded programs within the County of Santa Clara, and then to assist in the implementation of the new evaluation plans on a fiscal year schedule. JJCPA-funded programs continued implementation of this new evaluation plan, though after FY16 the evaluation switched to a calendar year reporting schedule to align with other Probation reports and changes to State reporting detailed below. This CY17 report includes youth who completed services between January and December 2017.

Changes made by Assembly Bill 1998 (Ch. 880, Statutes of 2016) have transformed the planning and reporting requirements under the JJCPA and Youthful Offender Block Grant (YOBG) programs. Most significantly, the legislation that was enacted on September 30, 2016 and went into effect on January 1, 2017 combined planning and reporting for the two programs. Under the revised requirements, JJCPA-YOBG plans that combine all required information for each of the two programs are consolidated into one document and are due by May 1 of each fiscal year. The JJCPA-YOBG year-end report that provides expenditure detail for both JJCPA and YOBG as well as specified county-wide juvenile offender data is due by October 1 of each fiscal year. All County plans as well as expenditure and data reports can be accessed on the Board of State and Community Corrections (BSCC) website. This evaluation does not cover the many services provided by the Probation Department beyond those funded by JJCPA and YOBG.

This evaluation complements the required state reporting by informing practice and policy within Probation and providing insights to many of the key programs within the Department. It does not cover all programs contracted by the Probation Department or funded by the JJCPA grant, but includes an array of key programs amenable to evaluation due to the number of participants and the activities included.

## JJCPA-Funded Programs

The Probation Department's Juvenile Services Division has developed a long-term plan to reduce involvement of youth in the Juvenile Justice System. This plan is called the Violence Reduction Program (VRP) framework. The VRP model consists of four key program strategies highlighted in green in the graphic below. These four key program strategy areas include Prevention, Early Intervention, Intervention, and Intensive Intervention. A list of all JJCPA funded programs can be found in Appendix IV. In addition to the VRP framework, the Department also operates the Multi-Agency Assessment Center (MAAC). Most of the JJCPA-funded programs fall under the VRP framework, except for the MAAC program in Juvenile Hall. The following chart details how the JJCPA programs align with the VRP framework.



## Prevention & Early Intervention

- The overall goal of the **Prevention and Early Intervention (PEI)** program is to divert youth away from the Juvenile Justice System early, while providing them with needed supports, activities, and services. Service needs address all four key life domains (personal, family, school, and community) and include referrals to Competency Development Services for counseling services, mentoring, victim awareness classes, parenting classes, parent-teen mediation, and job search services. Although a range of services are provided through PEI, only Community Solutions<sup>2</sup> received JJCPA funding during CY17. Note that there are two distinct groups of PEI youth: PEI youth who only received a Letter of Reprimand/Verbal Reprimand (“PEI: LOR/VR only”), and PEI youth who were referred to services (“PEI: Services”).

## Intervention

- The **Support and Enhancement Services (SES)** program targets youth throughout Santa Clara County, including South County. The service population includes youth under general probation community supervision or transitioning from the Juvenile Rehabilitation Facility or Juvenile Hall. The goal of the program is to provide intensive case management and Cognitive Behavioral Therapy (CBT) services to strengthen and increase pro-social thinking patterns, beliefs and attitudes by providing services, program linkages, consistent support, guidance and pro-social community activities. This involves assessment of the youth’s risk and needs, utilizing an evidence-based assessment instrument which drives an Individualized Service Plan (ISP) in collaboration with the Probation Officer. Although a range of services are provided through SES,

<sup>2</sup> Community Solutions subcontracts with the Alum Rock Counseling Center and Community Health Awareness Council to provide services to youth in PEI across the county.

three community-based organizations, Bill Wilson Center (BWC), Catholic Charities and Seneca Family of Agencies, received JJCPA funding during the year.

- The **Court Appointed Friend and Advocate (CAFA)** program is an enhanced mentoring program implemented by the community-based organization Fresh Lifelines for Youth (FLY). FLY mentors are appointed by a judge in the juvenile justice system to provide mentoring as well as court advocacy (e.g. submitting court reports, attending juvenile court proceedings, and addressing the court on behalf of the youth) for those youth on Deferred Entry of Judgment (DEJ) or on formal probation. The CAFA Mentoring Program is part of a mentoring strategy which also includes mentorships for youth in the Prevention and Early Intervention (PEI) Unit, youth on Informal Supervision, and youth who are on DEJ or formal probation but do not need the dosage or intensity of the CAFA Mentoring Program.
- **Pro-Social Activities** is a program that provides pro-social activity opportunities and mentoring services, with the goal to engage at-risk youth who often struggle with barriers that limit their access to, and participation in, positive community activities. It is intended to help youth improve their ability to redirect their energy and time towards positive activities that will help them develop pro-social skills to thrive in their schools and communities. Pro-social activities can include participating in organized sports, taking art or music lessons, developing a passion for community activism or social justice, and events or activities the youth may not currently be able to access or engage in for a variety of reasons. Although a range of services are provided through pro-social activities, only one community-based organization, ConXión to Community<sup>3</sup>, received JJCPA funding.

## Intensive Intervention

- **Pro-GRIP**, the Probation Gang Resistance and Intervention Program, institutes a collaborative approach to provide intensive case management services, with integrated vocational and educational, counseling, and support services to eligible, gang-involved youthful offenders throughout Santa Clara County. The objective of the intensive case management system is to help youth become cognizant of their behavior, hold them responsible for their actions, and provide them with opportunities to develop pro-social competency skills, empathy, and resiliency through family, school, and community involvement. All Pro-GRIP youth receive intensive case management services, which may include mental health services. Youth also receive additional counseling and support services, as identified in their Transformational Care Plan (TCP), to address the individualized needs of youth. Although a range of services are provided through pro-social activities, only one community-based organization, Catholic Charities, received JJCPA funding.
- **Re-entry and aftercare services** comprise a highly structured, six-month, inter-agency, and community-based program designed to assist youth in preparing for a smooth transition back to their families and communities from the William F. James Ranch Program. The three primary program goals are to: (1) reintegrate youth into pro-social community life through home family reunification, foster homes, or independent living; (2) eliminate delinquency and self-defeating behaviors; and (3) promote pro-social self-sufficiency through healthy behaviors in employment, school, social activities, etc. Multi-disciplinary professionals provide a range of services and create a transition plan before youth are released from the Ranch. Five community-

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<sup>3</sup> ConXión to Community subcontracts with the Southwest Key Programs to provide mentoring services to youth referred for Pro-Social Activities.

based organizations received JJCPA funding through a partnership with the county's Behavioral Health Services Department to provide services for youth transitioning back to the community.

- The County of Santa Clara's **Progress Achieved through Hope and Holistic Services (PATH<sup>2</sup>S) Court** (formerly known as Juvenile Treatment Court) provides services to youth who are experiencing severe substance use and/or co-occurring substance use and mental health disorders in need of enhanced services. The program helps youth set small achievable goals in relation to their substance use, such as a decrease in use rather than abstinence. Moving towards a harm reduction model appreciates the specific needs of individual youth and gives both the youth and their family a voice in case planning. Although a range of services are provided through PATH<sup>2</sup>S Court, only one community-based organization, Fresh Lifelines for Youth, received JJCPA funding.

The MAAC is the only JJCPA-funded program that falls outside the Department's Violence Reduction Program (VRP) framework:

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

# EVALUATION DESIGN AND METHODOLOGY

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## Overall Goals and Desired Outcomes

The overall goal of the JJCPA-funded programs is to reduce involvement of youth in the Juvenile Justice System. The programs work with youth who are already involved, as well as those who are at risk of being involved in the Juvenile Justice System.

Listed below is an abridged list of expected short-term, intermediate, and long-term desired outcomes for both the Violence Reduction Program (VRP) and the JJCPA-funded non-VRP program, Multi-Agency Assessment Center (MAAC). See the detailed logic models in Appendix I.

Violence Reduction Program (PEI, SES, Pro-Social, Pro-GRIP, and Re-entry programs)

### Intermediate Outcomes

- No new law violations during program participation
- Successful completion of program
- Increased strengths
- Improvement in risks
- Actively working towards victim restitution

***The goal of JJCPA-funded programs is to reduce involvement of youth in the Juvenile Justice System.***

### Long-Term Outcomes

- Reduced recidivism (i.e., no subsequent conviction or sustained petition of a new law violation [either a misdemeanor or felony] within 6, 12, 24, 36, and 60 months from program intake)
- Increased number of successful completions of probation
- Reduction in violent behavior and offense severity

Multi-Agency Assessment Center (MAAC)

### Short/Intermediate Outcomes

- Satisfaction measure from Client Experience Survey
- Decrease in rate of incident reports, by type (environmental measure – not individual)

## Evaluation Tools

To understand the extent to which JJCPA-funded services helped youth reach the outcomes listed above, the following evaluation tools were utilized in CY17:

- The **Child Adolescent Needs and Strengths (CANS)** survey is a multi-purpose tool developed for children's services to support workers' decision-making including level of care and service planning for youth, to facilitate quality improvement initiatives, and to allow for the monitoring of outcomes of services. The CANS can be administered multiple times over the course of intervention (typically six-month intervals), but for this report, only the initial and final assessment scores were analyzed. CANS items are on a 0-3 scale, where 0 equals no evidence of need and 3 equals a severe, disabling, or dangerous need.

- The **Juvenile Assessment and Intervention System (JAIS)** is a risk, strength and needs assessment designed to assist workers to effectively and efficiently supervise youth, both in institutional settings and in the community. The JAIS is a research-based risk assessment instrument that considers factors of strengths and needs that are gender specific. The JAIS is a validated tool that is reliable, simple, and effective. There are three parts to the JAIS assessment: Part I is a pre-assessment, consisting of 10 items which, depending on the score, will determine the need for a full JAIS assessment (Part II), and yields an overall risk level. The full JAIS assessment scores all static and dynamic factors to produce a report specific to each youth and assigns a Supervision Strategy Group. The strategy group is used to guide the development of an individualized case plan and aids in identifying intervention and service types for that youth. Part III is a reassessment of risk and needs, which is completed six months after the first full JAIS assessment or after a new law violation is sustained. Note that youth in JJCPA programs generally do not receive all parts of the JAIS. There are four supervision strategies that assist Probation Officers with individualized case planning and help guide the identification of appropriate services and interventions. The four supervision strategies are outlined below:
  - Selective Intervention: Goals of supervision may include resolving external stressors, re-establishing non-delinquent coping skills, returning to school, and engaging in positive pro-social activities.
  - Limit Setting: Goals of supervision may include identifying and engaging in legal means to achieve money and excitement, working to change attitudes and values to utilize individual talents and skills in a pro-social manner; and providing structures of surveillance, prevention, and early detection of behaviors that lead to technical violations of probation.
  - Casework/Control: Goals of supervision may include increasing stability either in housing, emotions, relationships and/or attitudes towards others; assisting the youth with developing a sense of worth, recognizing and correcting self-defeating behavior(s), and controlling drug and alcohol use.
  - Environmental Structure: Goals of supervision may include developing and improving social and survival skills; improving impulse control, developing a realistic educational or training plan based upon the youth's abilities; and developing leisure activities with positive influences.
- The **Massachusetts Youth Screening Instrument (MAYSI)/(MAYSI-2)** is a brief screening instrument (52 questions) designed to identify potential mental health needs of adolescents being detained in the MAAC. The instrument uses seven scales to assess youth on the following domains: alcohol and drug use, anger, depression, somatic complaints, suicide ideation, thought disturbance (males only), and traumatic experiences. MAYSI was used with youth in Intensive Intervention programs but the screening data were not available for this report.
- In 2017, Community Solutions began administering the **Santa Clara County Behavioral Health initial mental health assessment** for PEI youth receiving competency development services. This assessment is used to note specific risk factors that may apply to PEI youth. The 15 items on the assessment include areas of risk such as being homicidal or suicidal, exposure to trauma, legal issues, crime/gang involvement, sexual behavior, substance use, cognitive impairment, and cultural isolation.



**Table 1. Crosswalk of Evaluation Tools by JJCPA Program, CY17**

	Prevention	Early Intervention	Intervention		Intensive Intervention		
	PEI: LOR or VR Only	PEI: Rec'd Services	SES	Pro-Social Activities	Pro- GRIP	Re-entry Services	MAAC
CANS			X		X	X*	
JAIS		X**	X	X	X	X	X
MAYSI							X
SC Co. Initial MH assessment		X					

Notes: \*The CANS is only administered with Re-entry youth who receive Wraparound services.

\*\*Only PEI youth who are escalated to general supervision units complete a JAIS; for most it is only the Pre-JAIS.

## Overview of Report

This year's JJCPA evaluation report documents:

- **Profile of youth served in CY17:** Number of youth served, average length of participation, JAIS risk levels, and basic client demographics. These data are reported in the aggregate and by program.
- **Youth outcomes in CY17:** Changes in behaviors and attitudes (by program only), and recidivism, as defined by the Probation Department, within set time frames (by program; MAAC is excluded from the recidivism analyses due to its shorter expected impact period). Factors of recidivism are also identified (for each VRP program separately).

Recidivism rates refer to the percentage of youth who received sustained petitions as minors or were convicted as adults, though the date of the offense affects how the offense is classified. For PEI and Intensive Intervention youth (i.e., Re-entry and Pro-GRIP), only offenses that occur *after exiting* the program or custody are included within the recidivism rate. Offenses among youth in Intervention programs (i.e., SES, CAFA, Pro-social) are included in the recidivism rate if they occurred after program *entry*. MAAC does not report recidivism rates because it is not part of the program's evaluation plan.

## Data Limitations

The following data limitations are important to consider when examining results.

- **Unavailability of mental health data.** Due to a range of limitations (e.g., Confidentiality of Alcohol and Drug Abuse Patient Records [CFR Title 42: Part 2] regulation, HIPAA<sup>4</sup> preclusions, lack of information sharing agreements with county agencies serving the same youth, lack of systemic tracking of data), the county's Behavioral Health Department was unable to provide mental health data on the youth engaged in most of the JJCPA-funded programs. Mental health data were available only for youth participating in SES. There is currently a county-wide effort to improve data sharing across agencies.
- **Limited data on youth needs, attitudes, and behavior.** There are several limitations related to youth's needs, attitudes and behavior that are important to consider. First, there were some youth for whom data, especially post or follow-up data, were not available. One reason is that some programs do not always know when a youth will close out of services and this sudden drop-out presents challenges to implementing a post-survey. In other cases when the level of intervention is very low, (i.e. letter of reprimand) these types of data are not collected.

Probation has been developing new performance standards and outcomes measures in the request for proposals and contracts to yield more consistently tracked data on youth needs and strengths. More and better data on the needs of youth served will assist in understanding the challenges youth face. This could include information from the CANS, which is available for SES and Pro-GRIP, but not for other programs due to HIPPA/CF 42 regulations on data confidentiality that other partners are required to follow. Requirements to assess youth using the CANS have increasingly been added to contract renewals and to new juvenile contracts to overcome this challenge. The wider adoption of this tool will allow for strengths and needs comparisons across programs. It will also reduce the burden on community partners who already collected CANS as required by Behavioral Health. Although it was not possible this year, future evaluations will utilize more detailed JAIS data (e.g. principal service needs instead of only risk level) for future evaluation analyses. This was not available for the current evaluation as the Probation Department continues to work with a third-party vendor where data is stored to secure historical data for evaluation purposes.

- **Complex interactions and journeys through programs.** Over the course of a year, a youth with many needs may traverse multiple programs both within and outside of those evaluated here. For this reason, it can be difficult to attribute successes or challenges to a specific program in a statistically significant way. For example, a youth completing a commitment at the Juvenile Rehabilitation Facility (James Ranch) and entering the Re-entry program may have already participated in several programs within the previous twelve months.

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<sup>4</sup> Health Insurance Portability and Accountability Act of 1996. HIPAA describes what medical information may and may not be shared.

# EVALUATION FINDINGS

## Profile of Youth Served

Please note that data provided in this section of the report are based on the number of unduplicated (unique) youth who exited during CY17, unless otherwise specified.

### YOUTH DEMOGRAPHICS

In CY17, 1,557 youth were served by JJCPA-funded programs. This total represents a 13 percent decline in youth served since FY16 (n=1,784) and a 32 percent decline since FY15 (n=2,293). Of the 1,557 CY17 youth, 131 youth (8% of cases) participated in more than one JJCPA-funded program. This includes youth who, for example, might have participated in the SES program as well as pro-social activities. The table below shows the unique number of youth that participated in each service area by demographic characteristics.

The majority of youth served by JJCPA-funded programs were male, Latino, and were on average 15.5 years old. Youth served were widely dispersed across Santa Clara County, with no zip code representing more than 15% of any program's youth. More than two-thirds of youth (69%) reside in a middle-income neighborhood, and one quarter (26%) reside in a low-income neighborhood.

**Table 2. Client Demographics & Risk Level, CY17 (Overall & by Program Area)**

		All JJCPA Youth*	Prevention (PEI: LOR/VR only**)	Early Interven. (PEI with services)	Interven. (SES, Pro-Social, CAFA)	MAAC	Intensive Interven. (Re-entry, Pro-GRIP)
Number served		1,557	238	741	157	490	65
Gender	Male	73%	62%	69%	81%	80%	89%
	Female	27%	38%	31%	19%	20%	11%
Race/Ethnicity	Latino	62%	47%	62%	68%	71%	86%
	Black	10%	6%	9%	14%	10%	6%
	White	17%	31%	17%	11%	10%	2%
	Asian	5%	4%	6%	3%	4%	5%
	Other***	6%	12%	7%	4%	5%	2%
Age (at first entry)	Up to 11	1%	<1%	3%	0%	0%	0%
	12-15	42%	29%	50%	36%	36%	32%
	16 or older	57%	70%	47%	64%	64%	68%
ZIP code of residence	Mayfair (95116)	6%	4%	6%	7%	8%	12%
	Gilroy (95020)	6%	8%	7%	5%	6%	0%
	Lanai-Cunn./Overfelt (95122)	6%	3%	6%	7%	10%	15%
	Seven Trees (95111)	5%	3%	4%	7%	7%	12%

		All JJCPA Youth*	Prevention (PEI: LOR/ VR only**)	Early Interven. (PEI with services)	Interven. (SES, Pro-Social, CAFA)	MAAC	Intensive Interven. (Re-entry, Pro-GRIP)
	Morgan Hill (95037)	5%	5%	6%	3%	3%	2%
Neighborhood median family income	Low (<\$70K)	26%	14%	22%	37%	31%	49%
	Middle (\$70K-\$140K)	69%	74%	74%	61%	66%	49%
	High (>\$140K)	5%	13%	4%	2%	3%	2%

**Source:** Santa Clara Probation Department data export.

Note: Percentages may not sum to 100 due to rounding.

\*Unduplicated: Youth that participated in multiple service areas are counted only once within the 1,557 total.

\*\*Includes PEI youth with VR or LOR only – no services.

\*\*\*“Other” includes Hawaiian, Samoan, Pacific Islander, American Indian, Guamanian, Filipino, unknown, and anyone listed as “Other” race/ethnicity.

## JAIS SCORES

As noted above, the JAIS is one of the assessments administered to youth. However, the protocol for JAIS administration varies slightly by program (see Appendix II).

Probation administers the JAIS on a timeline that aligns with Probation start dates and not the JJCPA program start date.<sup>5</sup> This is because the full JAIS assessment is used to guide Probation Officers in determining which services adjudicated youth need, and then in making a referral to one of the JJCPA programs. Probation then administers the JAIS Reassessment every 180 days, or in the event of certain major changes in the youth’s life (e.g., new arrest). As a result, there is expected variation in the time a JAIS is administered relative to the JJCPA program entry, as well as variation in the length of the assessment because the full JAIS is generally administered only to youth more seriously involved in the juvenile justice system.

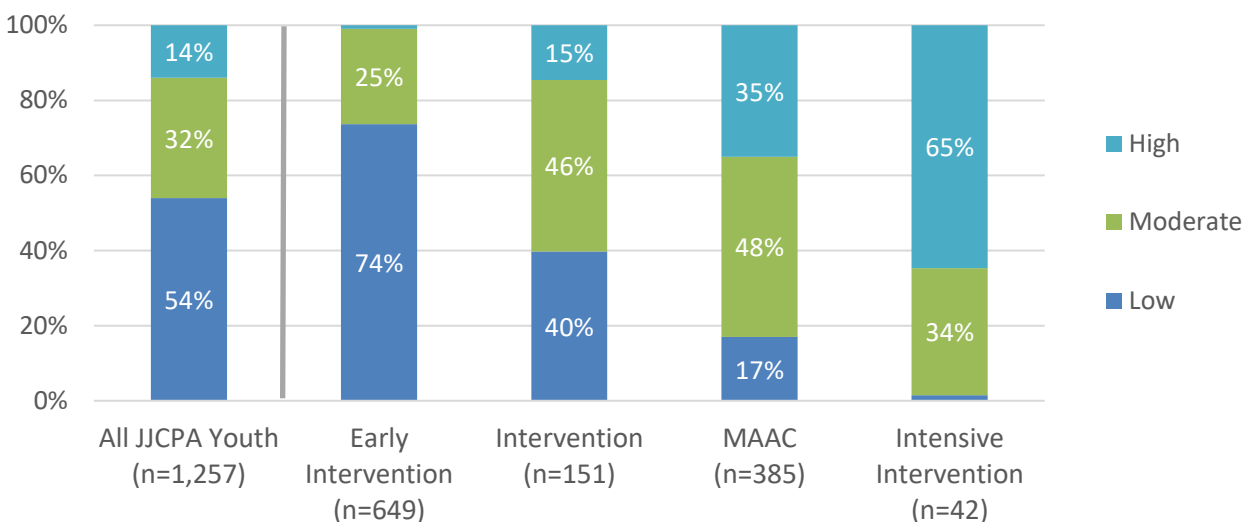
In the figure below, percentages are not shown for the Prevention group, because very few such youth were expected to receive the JAIS. For Early Intervention, timing is based on Probation Officer interview date. Another important note for the Early Intervention group is that the information shown in the following figures for this group primarily reflects Pre-JAIS scores.

<sup>5</sup> Specifically, the JAIS is administered prior to the disposition date, which is usually before the actual probation start date.

The following figure shows the percentage of youth at each risk level, according to the JAIS score closest to program entry. As expected, the Early Intervention group has the largest percentage of low-risk youth, with very few in the high-risk category. In contrast, more than half of youth in the Intensive Intervention category were high-risk. This is in accordance with the risk principle in the risk-need-responsivity model<sup>6</sup> whereby recidivism can be reduced if the level of treatment services is proportional to the risk to re-offend determined by an evidence-based assessment tool. Lower level or diversionary responses to those identified as being at lower risk of reoffending have also been shown to be effective by avoiding criminogenic effects of formal system processing or incarceration.<sup>7</sup>

***As expected, there was a greater proportion of low-risk youth in the Early Intervention group, and a higher proportion of high-risk youth in the Intensive Intervention group.***

**Figure 5. JAIS Risk Levels, by Program, CY 17 (JAIS score closest to program entry)**



**Source:** Santa Clara Probation Department data export.

<sup>6</sup> First formalized in 1990 and later elaborated upon, see Andrews, D. A., Bonta, J., & Hoge, R. D. (1990). Classification for effective rehabilitation: Rediscovering psychology. *Criminal Justice and Behavior*, 17, 19-52

<sup>7</sup> Development Services Group, Inc. 2017. "Diversion Programs." Literature review. Washington, D.C.: Office of Juvenile Justice and Delinquency Prevention. [https://www.ojjdp.gov/mpg/litreviews/Diversion\\_Programs.pdf](https://www.ojjdp.gov/mpg/litreviews/Diversion_Programs.pdf)

## Evaluation Outcomes

The evaluation findings are organized by program for the main outcome categories of youth behaviors, youth attitudes, and recidivism. The findings reported in this section are based on unduplicated youth served during CY17, unless otherwise specified.

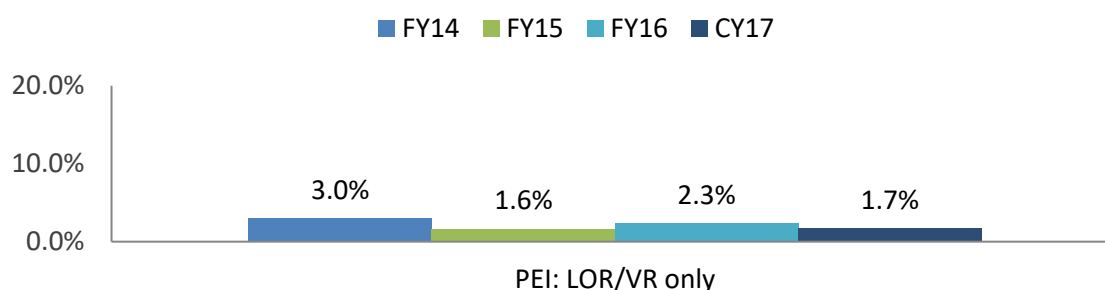
### PREVENTION (LOR & VR)

The Prevention Program includes youth in PEI who received only a Letter of Reprimand (LOR) or Verbal Reprimand (VR). Data related to attitudes and behavior are not collected for this group due to their low risk nature and therefore low intervention approach. Many of these youth never see a Probation Officer and those that do only have one interaction. During 2017 a Race Equity in Justice Systems Workgroup reviewed the way in which the PEI Unit operates and connects youth to services. At the culmination of this workgroup several changes to the program were recommended and adopted. These included the dissolution of the Direct Referral Program which directed first time offenders to counseling programs. Instead, these youth will be issued verbal warning or connected to services determined by the offense and the youth's needs. The letter of reprimand and verbal reprimand were also redesigned and renamed (now "letter of acknowledgment" and "encouraging conversation") and new services were contracted including community service learning and treatment-focused services. The 2018 evaluation will include more details on the implementation and success of the redesigned program.

#### *Recidivism*

The measure for PEI recidivism is based on sustained petitions or convictions after program exit, with the offense date as the marker for a recidivism event. All offenses occurred no later than March 1, 2018, the date at which data for this evaluation was exported. In CY17, 1.7% of PEI youth with a VR or LOR (and no services) recidivated (4 of 238). The recidivism rate for this group has stabilized at approximately 2% for past three reporting periods.

**Figure 6. Percentage of VR/LOR Youth in PEI Who Recidivated (Had Sustained Petitions or Convictions), FY14 –FY16 & CY17**



**Source:** Santa Clara Probation Department data export.

Sample Sizes: FY14 = 974; FY15 = 572; FY16 = 437; CY17 = 238.

Note: In CY17, three youth recidivated within 4 months of exit, and one youth recidivated after 10 months.

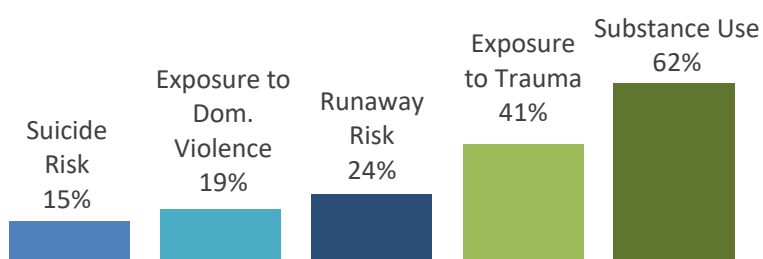
## EARLY INTERVENTION SERVICES

The Early Intervention Program includes 741 PEI youth who were referred to services. Twenty-one percent of this group (n=159) received Competency Development Services (CDS) from the PEI vendor Community Solutions. Due to the nature of other “services,” assessments are not conducted so CDS is the only Early Intervention service with assessment data. Other types of early intervention services focused on, for example, victim awareness, victim restitution, mentoring, public service, apology letters and essay writing.

### Needs of Youth

Thirty-three youth who received CDS in the PEI/Early Intervention Program were administered either the CANS assessment or the initial mental health assessment created by the Santa Clara County Behavioral Health Department. The two types of assessment were administered depending upon the type of intervention. For some youth completing a shortened version of the counseling program, no CANS assessment was completed due to the length of intervention. The subject areas that existed in both assessments were suicide risk, exposure to trauma, domestic violence exposure, runaway history, and substance use. Across the two assessments, the most common risk factor was substance use (62%), followed by exposure to trauma (41%).

**Figure 7. Risk Factors of PEI Youth Referred to Services**



**Source:** Santa Clara Probation Department, CANS data export.

Sample Sizes: Suicide risk (33), Exposure to DV (27), Runaway Risk (25), Exposure to trauma (27), Substance use (21).

CANS items are on a 0-3 scale, where 0 equals no evidence of need and 3 equals a severe, disabling, or dangerous need.

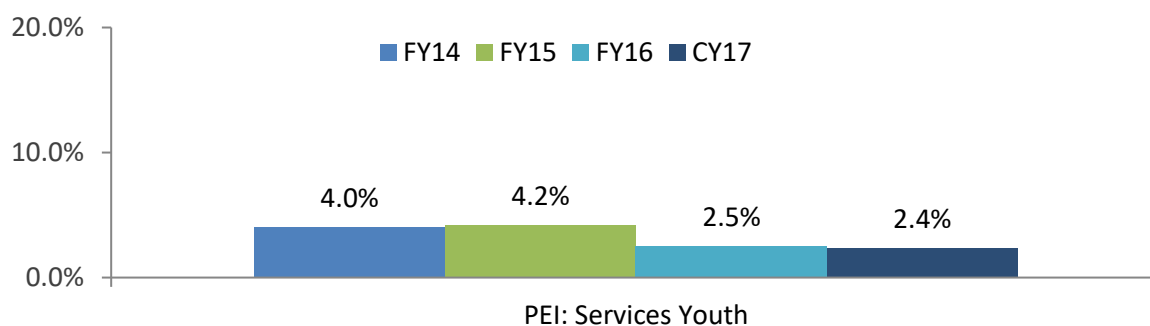
### **PEI Client Vignette**

*Working with a counselor via CHAC, Amy was able to develop a different overall outlook. She became willing to talk about her choices and the stressors that were having a negative impact on her teenage experience. Initially, Amy did not want to participate in the PEI case plan, but after completing the program she expressed gratitude and a commitment to change.*

### Recidivism

The measure for PEI recidivism is based on sustained petitions or convictions after program exit (since there is often a waiting period before PEI services begin), with the offense date as the marker for a recidivism event. All offenses occurred no later than March 1, 2018 (the data of the data export). In CY17, 2.4% of PEI youth who received services recidivated after exit (18 of 741).

**Figure 8. Percentage of PEI Services Youth Who Recidivated (Had Sustained Petitions or Convictions), FY14 –FY16 & CY17**



**Source:** Santa Clara Probation Department data export.  
Sample Sizes: FY14: 1,342; FY15: 1,114; FY16: 750; CY17: 741.

### ***Factors of PEI Recidivism***

No variables significantly predicted recidivism, likely due to the very low rates of recidivism (~2 percent) across all PEI youth.

## **INTERVENTION SERVICES**

The Intervention program includes the following JJCPA-funded activities, which collectively served 157 youth who exited in 2017 after participating in one or more of the following services: Support and Enhancement Services (SES, 100 youth), Pro-Social Activities (49 youth)<sup>8</sup>, and Court-Appointed Friends and Advocates (CAFA, 17 youth). Pro-social activities are available to youth across the various levels of intervention. Examples of pro-social activities include mentoring services, photography classes, sports teams and music lessons.

### ***Support and Enhancement Services (SES)***

The three SES programs, operated in CY17<sup>9</sup> by Catholic Charities, Bill Wilson Center, and Seneca, offer an array of services including cognitive behavioral therapy (CBT), group and individual counseling, and substance use/rehabilitation services. All sessions are individual sessions unless otherwise noted.

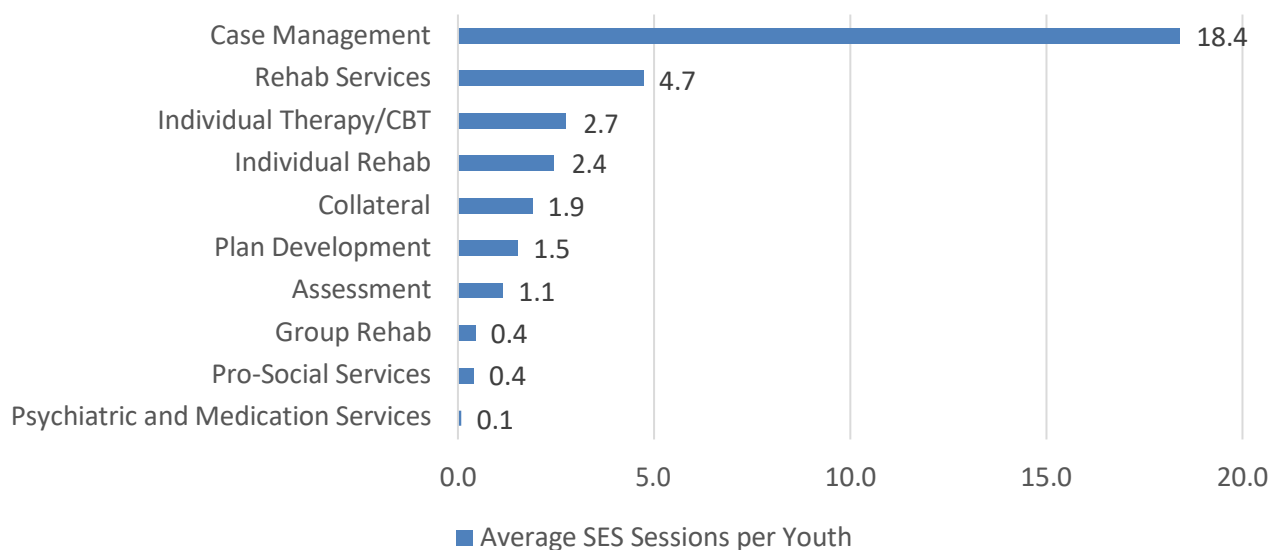
Figure 9 displays the average number of sessions held with each SES youth. The most common type of service was case management sessions, which SES participants received an average of 18.4 times. The second most common type was rehabilitation services, which youth received an average of 4.7 times during their SES engagement.

<sup>8</sup> Pro-social participants are included as one of the multiple Intervention programs even though pro-social activities also occur as part of Early Intervention and Intensive Intervention.

<sup>9</sup> Seneca provided Support and Enhancement Services throughout calendar year 2017. A new contract began on July 1, 2017 at which time Catholic Charities began providing these services, replacing the Bill Wilson Center whose contract concluded on June 30, 2017.



**Figure 9. Average Number of SES Sessions per Youth, by Type (CY17)**



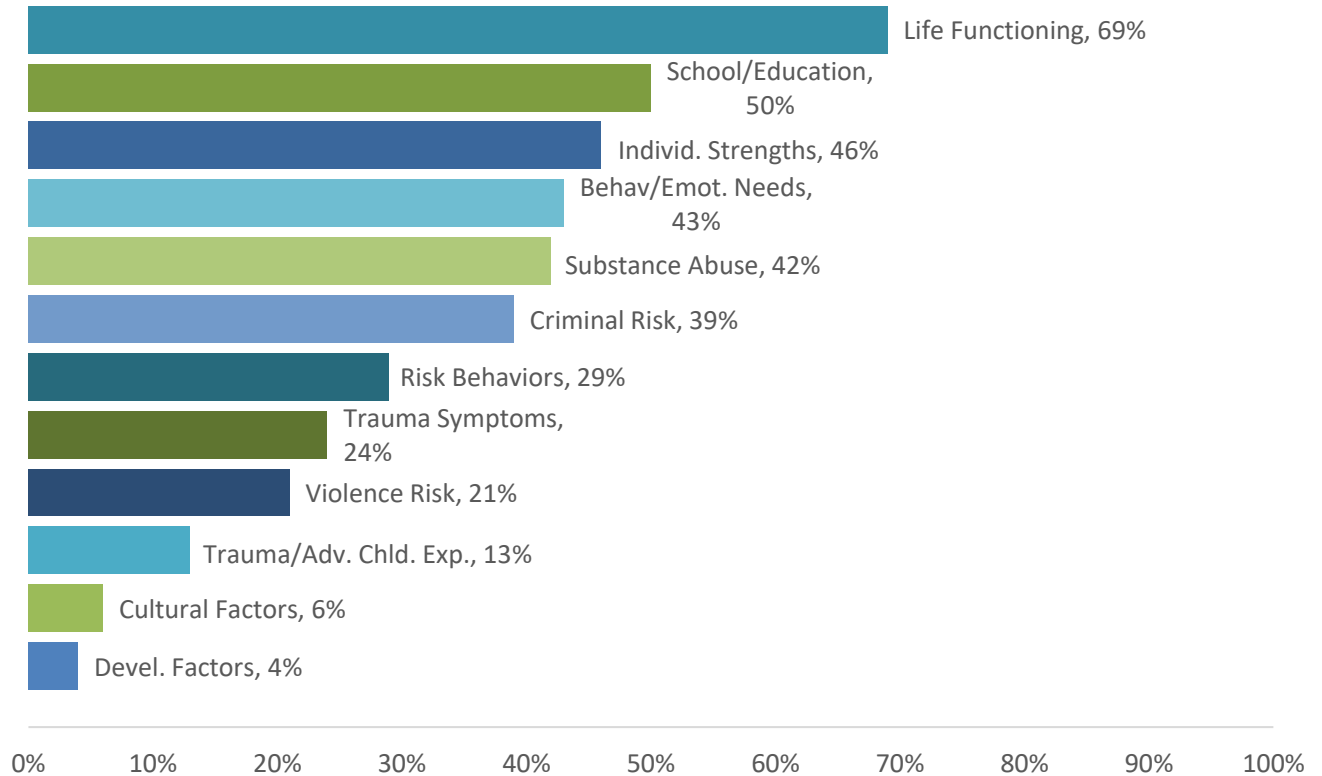
**Source:** Santa Clara Probation Department data export.  
N=100 SES youth.

#### **CAFA Client Vignette**

*Thomas used to just run away when things got heated at home. Now he calls his CAFA mentor when he needs to vent or get away. At court dates he looks to her for support because he knows she sees the best in him and is in his corner. Court dates can be rough when you have so many people talking about you, but he knows that she'll always have something positive to say.*

The figure below shows changes in outcomes as measured by the CANS. Specifically, it shows the percentage of SES youth served by Seneca and Catholic Charities who had improved by their final assessment. For each youth, an average score was calculated for each domain. If the average score was lower at follow-up (i.e., the need had become less severe), then the youth was deemed to have improved within that domain. The area in which the most SES youth improved was Life Functioning (69% of youth improved).

**Figure 10. Percentage of SES Youth with Improved CANS Scores at Follow-Up**



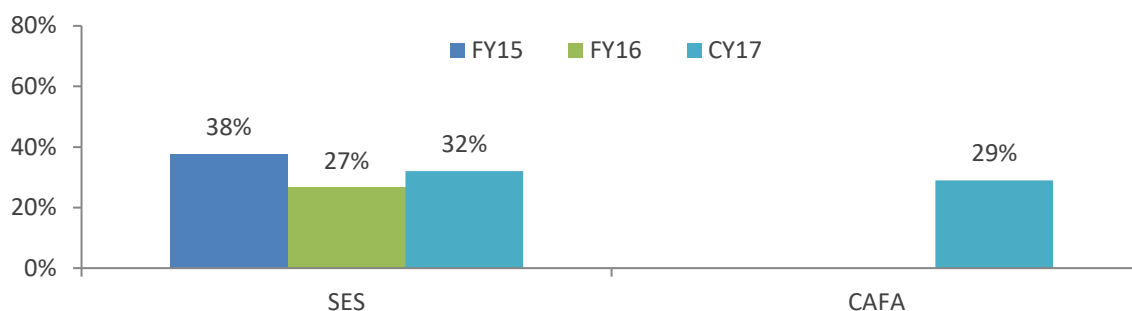
**Source:** Santa Clara Probation Department, CANS data export.

Sample Sizes: Life Functioning=35. School=24. Behavioral/Emotional Needs=35. Individual Strengths=35. Risk Behavior=41. Substance Abuse=26. Violence=19. Trauma/Adverse Childhood Experiences=31. Trauma Symptoms=17. Cultural Factors=35. Developmental Factors=28.

### ***Recidivism: SES & CAFA***

In CY17, 32 of 100 SES youth recidivated after entering the program. This rate is slightly above the recidivism rate in FY16 (30%), but well below the rate from FY15. Participants in CAFA activities had a recidivism rate of 29 percent in CY17. CAFA recidivism was not reported in FY15 and FY16 because the sample sizes were too small.

**Figure 11. Percentage of SES and CAFA Youth Who Recidivated After Program Entry (Had Sustained Petitions or Convictions), FY15, FY16 & CY17**



**Source:** Santa Clara Probation Department data export.

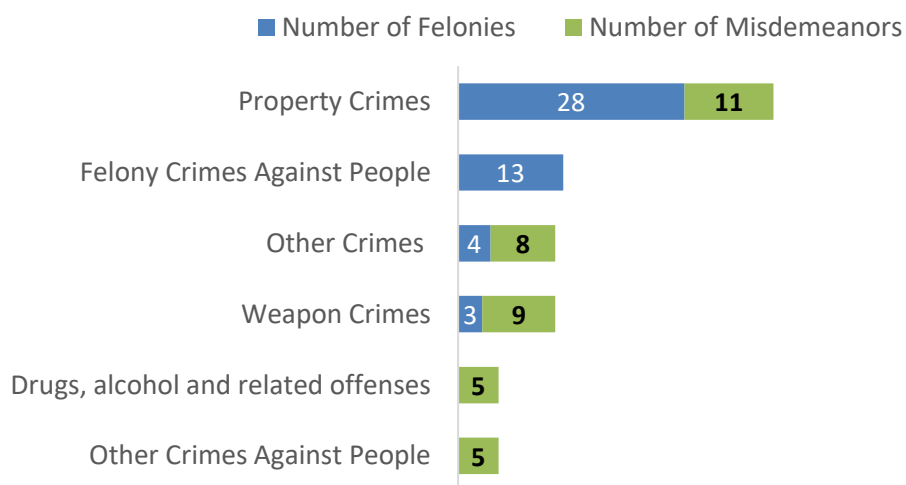
Sample Sizes: SES, FY15 = 80; FY16 = 83; CY17 = 100. Pro-Social, FY15 = 85; FY16 = 42; CY17 = 49. CY17 = 17.

Note: CAFA's sample size was too low to report before CY17 (0 participants in FY15 and fewer than 5 in FY16).

### ***Types of Offenses by SES Youth Who Recidivated***

The 32 SES youth who recidivated had sustained petitions or convictions based on 86 different charges (2.7 charges per youth). Fifty-six percent of these charges were felonies, and 44 percent were misdemeanors. The chart below lists the frequency of each category of offense for both sustained petitions (for minors) and convictions (for adults). Forty-four percent of all offenses were for property crimes (n=38).

**Figure 12. Types of Offenses by SES Youth Who Recidivated**



**Source:** Santa Clara Probation Department data export.

### ***Factors of SES Recidivism***

A logistic regression analysis was conducted to determine if any specific factors could be shown to predict the likelihood that a SES participant would recidivate or not. This analysis identified the independent correlation of each potential factor with the overall recidivism rate while holding other potential factors constant. The results of the analysis indicated none of the following variables independently predicted recidivism among SES youth in CY17: race/ethnicity, age at entry, sex, median neighborhood income, JAIS risk level. Substance use was not tested as a possible predictor because only 48 of 100 SES youth had initial CANS assessments.

### **INTENSIVE INTERVENTION SERVICES**

The Intensive Intervention group includes 65 youth who participated in Re-entry services and Pro-GRIP. Overall, 65% received Re-entry services (n=42) and 38% were in Pro-GRIP (n=25).<sup>10</sup> Path<sup>2</sup>Services<sup>11</sup> is also considered an intensive intervention where in 2017, a total of 28 youth were screened and 20 were accepted (four of whom did not enroll in the program).

#### ***Path<sup>2</sup>Services***

Of all youth enrolled in 2017 (including youth previously enrolled), 78 percent were male, and the majority (72 percent) were Latino, followed by White (19 percent). The average length of time spent in the program was 6.2 months. Of the youth active in 2017 (n=31), 38 percent successfully graduated, 19 percent received a certificate of participation (demonstrated progress in the program but did not meet all the criteria for graduation), and 28 percent were unsuccessfully terminated.

The PATH<sup>2</sup>S project includes assistance from San Jose State University (SJSU) which is responsible for program evaluation and reporting. Evaluation activities include: preparing and submitting Institutional Review Board (IRB) proposals; writing human subjects protocol; developing tracking and interview protocols and materials; developing draft and final versions of interview forms; developing secure databases; interviewing clients for intake, 6-month and discharge interviews; entering federally required data; providing quarterly reports to the PATH<sup>2</sup>S Team, the Oversight Committee and to SAMHSA (as required); writing the annual report and final report; attending Oversight and Evaluation and Information Sharing Subcommittee meetings; and attending annual grantee meetings. SJSU's final report will include three local evaluation studies conducted over the course of the grant. A recent report showed that, since the program's inception in 2015, 36 percent of the 22 youth who had successfully completed the program (graduated) had recidivated by July 2017.<sup>12</sup> By comparison, among the 19 youth screened for PATH<sup>2</sup>S but denied acceptance, 42 percent recidivated during the same timeframe.

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<sup>10</sup> Two youth participated in both programs.

<sup>11</sup> As Path<sup>2</sup>Services has an existing evaluation process, data from this program were not analyzed as part of this report.

<sup>12</sup>Source: Superior Court of California County of Santa Clara Juvenile Justice Court 2017 Report

### Pro-GRIP

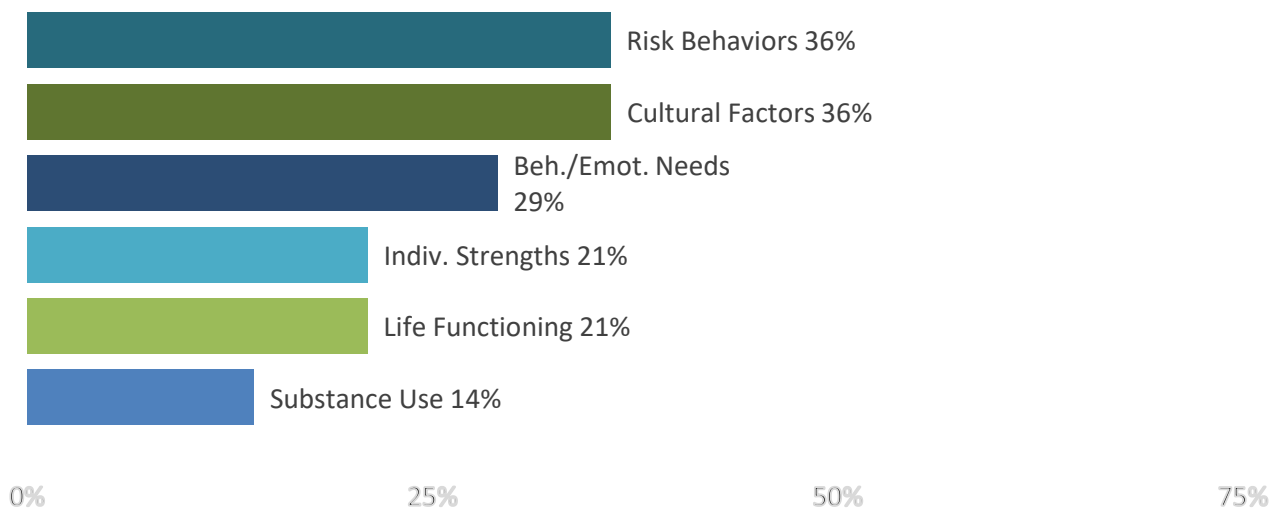
Like SES youth, Pro-GRIP youth also complete the CANS at intake and are reassessed at six-month intervals. Fourteen of the 25 youth who exited in CY17 had pre and post CANS data. The figure below shows the percentage of this sample whose level of need was reduced (or whose strengths improved) across the six modules that they completed at their initial and reassessment. CANS items are on a 0-3 scale, where 0 equals no evidence of need and 3 equals a severe, disabling, or dangerous need.

***The average needs of 14 Pro-GRIP youth were generally low at the initial CANS assessment and changed little by their reassessments.***

The largest share of youth reduced their needs (or improved strengths) in the modules related to Risk Behaviors and Cultural Factors (36% of youth improved in each).

It is worth noting that most of these 14 youths were assessed as having low needs at their initial CANS assessment and thus had less room for improvement by their reassessment. The average initial CANS scores for this group averaged less than 1.00 on a 0-3 scale of need in the Life Functioning, Cultural Factors, Behavior/Emotional Needs, and Risk Behavior modules. The recidivism rate among Pro-GRIP youth was 52% (n=25).

**Figure 13. Percentage of Pro-GRIP Youth with Improved CANS Scores at Follow-Up**



**Source:** Santa Clara Probation Department, CANS data export.

**Note:** N=14 Pro-GRIP youth with initial and follow-up CANS scores. In the Individual Strengths domain, higher scores indicate a lack of strengths.

## Re-entry

In 2017, data collection efforts were imperfect because of missing manual data entries and delays in recording information. The impact of marred data is reflected in the reported population served in Re-entry. However, new data collection efforts have been established to ensure accurate reporting in 2018, which include, but are not limited to, process development, cross referencing data points, and booster trainings. Additionally, the Juvenile Division is currently working closely with the Information Technology Division to develop Re-entry dashboards which will show real time demographics and trends of youth participating in Re-entry Services. This evolution of Re-entry data collection efforts will allow for a more comprehensive comparison analysis in the coming years.

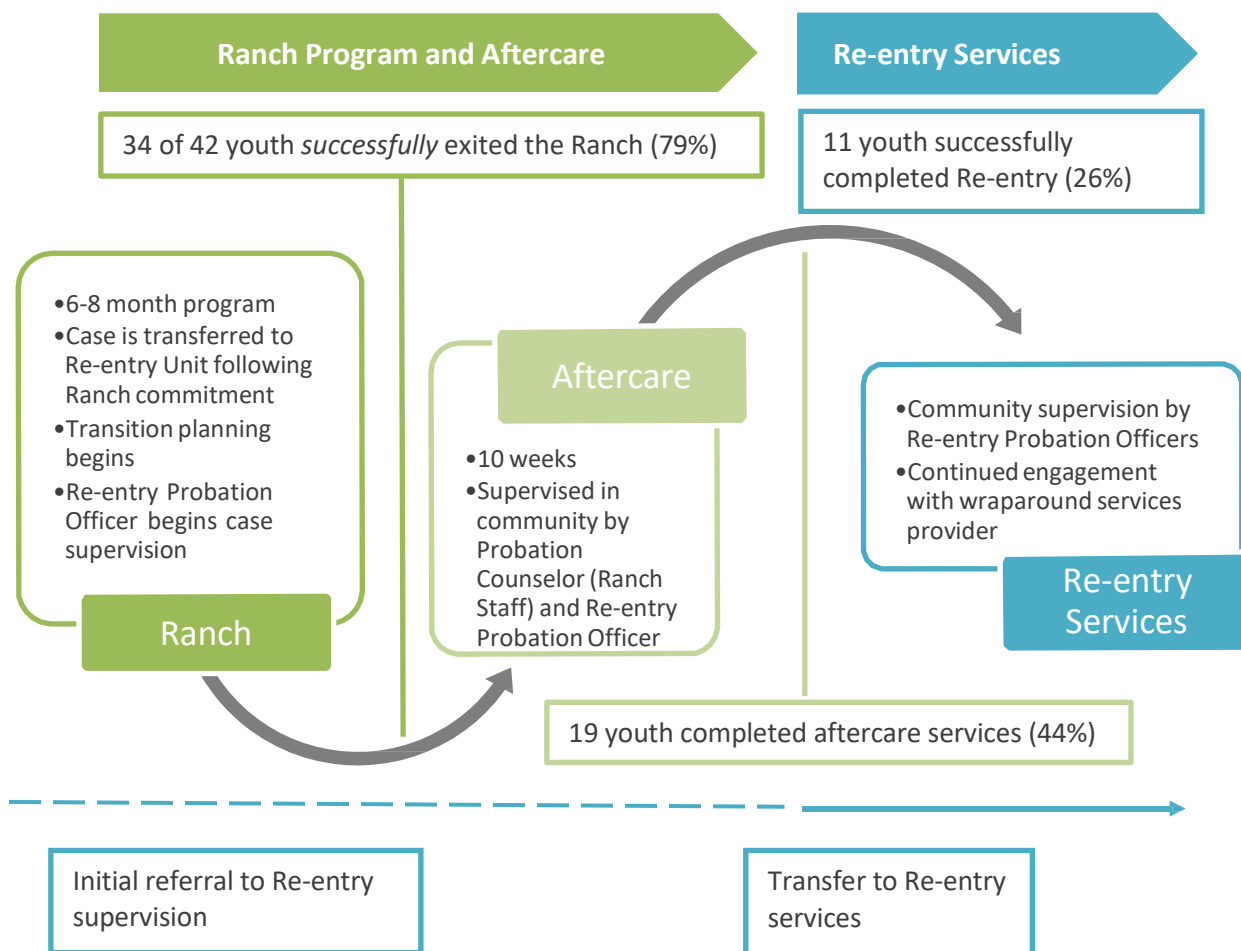
Work is underway to improve outcomes for Re-entry youth by aligning services with best practices, as highlighted in the most recent Request for Proposal, released and scheduled to begin January 2019. The redefined services will be better designed to meet the individual and specific needs of a complex population whose experiences encompass multifaceted challenges. During the transition into Re-entry, newly established services will allow for each youth to be assessed independently and in turn an array of services will be coordinated, which may include, but are not limited to, individual, group and/or family therapy, medication accessibility support, crisis response and intervention, safety planning, vocational support, system navigation and advocacy, and on-going service coordination/case management. In the coming months Re-entry Services will evolve from a one-size-fits-all approach to a specifically tailored program that meets the case plan goals of all participants.

During 2017, there were 42 youth who exited the Ranch and who had been assigned to the Re-entry program at the start of their Ranch stay. Not all youth participating in the Ranch program are assigned to a Re-entry Probation Officer. For example, youth engaged in the Dually-Involved Youth (DIY) program remain assigned to the DIY Probation Officer. Of the 42 youth who did have a Re-entry Probation Officer, 34 youth *successfully* exited the Ranch (79%) and 19 youth successfully completed the initial 10 weeks of aftercare services (47%). Eleven youth successfully completed Re-entry – 26% of the original 42 Ranch youth.

### **Re-entry Client Vignette**

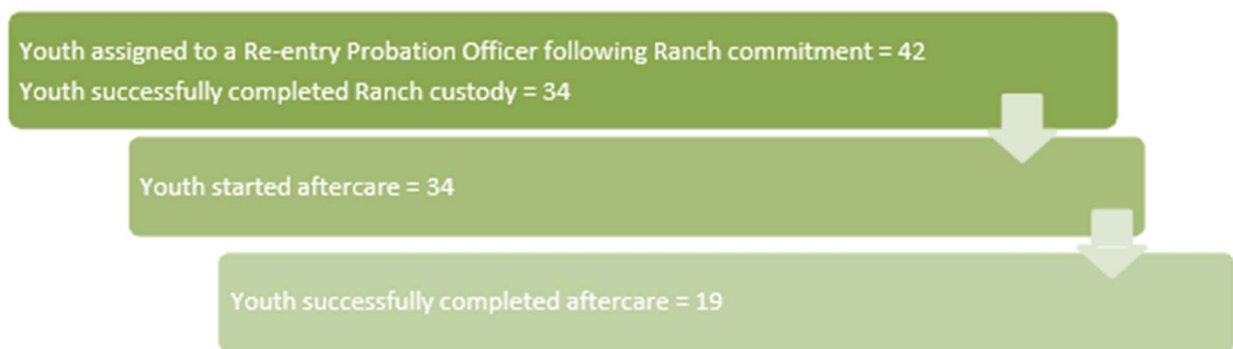
*Luis was communicative, open and driven to work on his core issues and education since beginning the program. He took full advantage of the services available at the Ranch and spoke about how, if the youth could see past their present situation they could move forward and away from gangs and drugs and live a good life. Upon release from the Ranch he received his high school diploma. On aftercare, he continued to do well, following the rules of the program and obtaining a job soon after leaving.*

**Figure 14. Ranch Re-entry Process**



While a youth is in the legal custody of the Ranch, they may either be physically at the Ranch for the 6-8 month program or they may be in the aftercare phase of the Ranch program in the community. During this time, youth will also have a Re-entry Probation Officer who will get to know the youth and his or her needs, and will participate in MDTs and case planning. Youth are supervised solely by Re-entry Probation Officers only once they successfully complete 10 weeks of aftercare. Until youth complete aftercare, they are under the legal custody of the Ranch. Figure 15 shows that 34 youth successfully exited the Ranch and went on to begin the aftercare portion of the process. Of those 34, 19 successfully completed aftercare and were able to fully engage in Re-Entry Services.

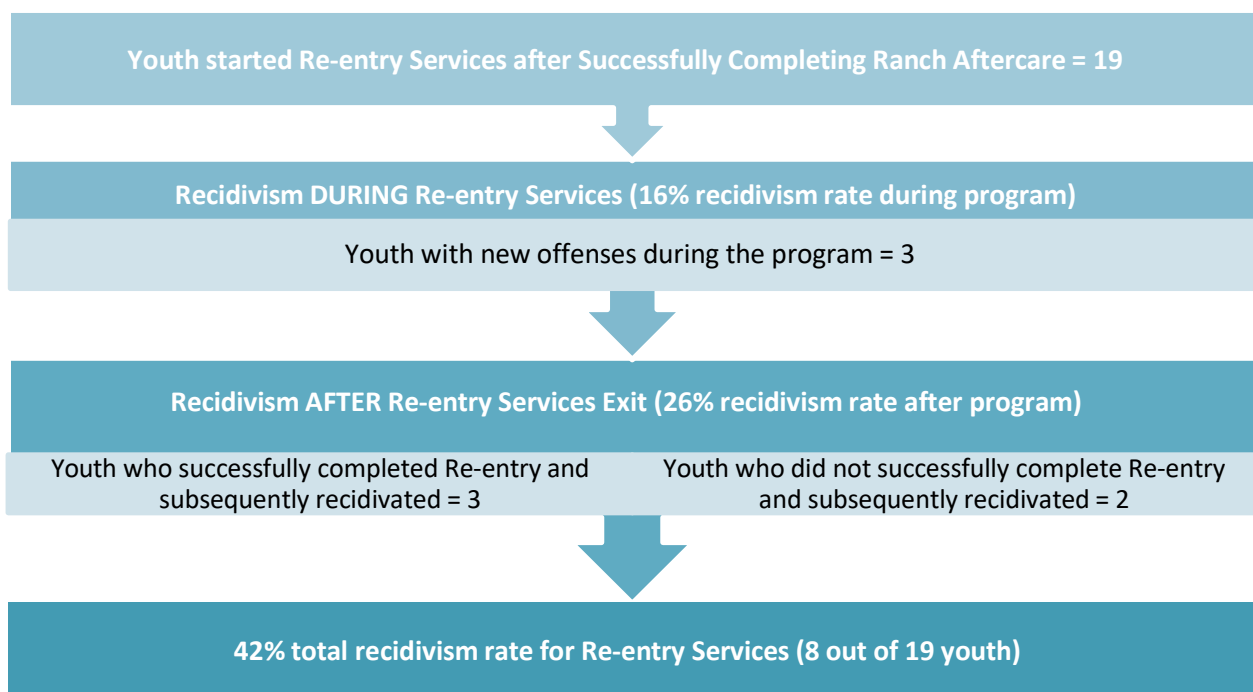
**Figure 15. Ranch and Aftercare**



***Recidivism During and After Re-Entry Services***

Figure 16 shows that of the original 42 youth, 19 entered the supervision of a Re-entry Probation Officer following Ranch custody and aftercare. Of those 19, three recidivated during Re-entry services and 11 went on to complete the Re-entry program successfully. After Re-entry services were completed, four of the 11 successful youth and one youth who exited unsuccessfully then recidivated before the data export in July 2018.

**Figure 16. Re-entry Services Recidivism**





## MAAC

### **MAAC Client Vignette**

*Maria entered the juvenile justice system angry at life and full of hate after a traumatic childhood. She was always fighting and being disrespectful to other youth and towards staff. She “did not care about anything.”*

*Following involvement with many of the MAAC services she does not want to take from others and wants to work hard for herself. She feels she has changed for the better. She knows how to handle situations by thinking about them first rather than just reacting. She mentions spending a lot of time reflecting on her life. She is thankful for all the self-confidence she has been given by both program facilitators and staff here.*

The Multi Agency Assessment Center (MAAC) is a program for youth in Juvenile Hall. It facilitates assessments and provides services internally and through vendors who come into the facility to provide workshops and additional services. Along with other JJCPA funded programs, recently contracted services for MAAC included new requirements that services be linked to evidence-based (or promising) practices that are supported by a sound theory of change model. The requirements also stipulate measures of fidelity to ensure that services are being delivered as designed. This has changed the mix of programs offered as part of MAAC for FY2019 and will be reported in the 2018 evaluation.

### **Behavior**

One of the key indications of a youth’s behavior in the Hall is derived from incident reports (IRs). For the following analysis, incident reports that consisted of a mental health referral were examined independently since they are not indicative of anti-social behavior, but rather the recording of the mental health assessment all youth receive in the Hall and/or symptoms stemming from their mental health issue(s).

- Of all 490 youth that exited in CY17, 132 youth (27%) received at least one IR that was conduct-related.<sup>13</sup> Eighteen percent of youth received more than one IR.
- To determine which factors are most predictive of conduct-related IRs, we conducted a logistic regression<sup>14</sup>. The outcome being predicted in this analysis is whether a MAAC youth had a conduct-related IR during their time in Juvenile Hall. The factors included in the model were:
  - Gender
  - Ethnicity
  - Age at MAAC program entry
  - Neighborhood median family income (categorical)
  - Juvenile Hall stay prior to 2017
  - Whether or not the youth had a case plan within 10 days of MAAC program entry
  - Number of days detained
  - JAIS risk level
- Having a Juvenile Assessment Case Plan (JACP) case plan within 10 days of entry, a prior Juvenile Hall stay, and the number of days detained were the only variables from the list above that were

***Among MAAC youth, having a JACP case plan within 10 days of entry, a prior Juvenile Hall stay, and the number of days detained were associated with greater odds of having a conduct-related incident report.***

<sup>13</sup> Conduct-related IRs include: assaults, escapes, attempted escapes, fights, restraints, riots, suicide attempts, and room removals/extractions. The definition of “conduct-related” was revised in CY17.

<sup>14</sup> Logistic regression is a process that creates a statistical model to test the ability of a set of variables (demographics and other factors) to correctly predict a “yes/no” type of outcome (that is, where something either happens or it doesn’t).

significantly associated with greater odds of having a conduct-related incident report. Youth with a Juvenile Hall stay prior to 2017 were 1.85 times as likely to receive an IR compared to those without a previous stay.

- **Timing of IRs:** Conduct-related IRs occurred an average of 29 days after entry into the hall (median=12 days).

# PROGRAM SUMMARY & RECOMMENDATIONS

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## Summary

This evaluation has reported the participation and outcomes of 1,557 youth who exited JJCPA-funded programs between January and December 2017 (CY17). Of the five major program areas in CY17, the largest was the Prevention and Early Intervention (PEI) program, which provided services to 741 mostly low-risk youth and issued letters of reprimand (LOR) verbal reprimands (VR) to 238 youth. The second largest was the Multi-Agency Assessment Center (MAAC), which served 490 youth at moderate risk, followed by the three Intervention programs (SES, Pro-Social and CAFA) that served 157 moderate to high-risk youth. The Re-entry and Pro-GRIP programs provided the most intensive intervention efforts and collectively served 65 youth, the majority of whom were considered high risk.

The primary needs assessment instrument for Intervention and Intensive Intervention programs is the Child and Adolescent Needs and Strengths (CANS) assessment, which is typically administered multiple times to assess changes in youth needs and strengths. According to the CANS, a majority of the assessed SES youth reported improvements in the areas of Life Functioning and School/Education needs and strengths. Youth in the Pro-GRIP program were most likely to report greater avoidance of risky behavior and greater cultural strengths (e.g., language barriers, traditions).

Recidivism rates among youth in the PEI program have declined over the last three years. The recidivism rate among PEI youth who received services declined from a high of 4.0 percent in FY14 to a low of 2.4 percent in CY17. The rate among PEI youth with a VR or LOR has declined from a high of 3.0 percent in FY14 to 1.7 percent in CY17.

The SES recidivism rate declined from 38 percent in FY15 to 27 percent in FY16 before increasing slightly to 32 percent in CY17. Participants in CAFA activities had a recidivism rate of 29 percent in CY17. CAFA recidivism was not reported in FY15 and FY16 because the sample sizes were too small.

Due to a change in the measurement of Re-entry success, previous recidivism rates among youth in the Re-entry program cannot be compared directly to CY17. In FY15 and FY16, rates were based on the percentage of youth who recidivated after exiting the Ranch, regardless of their aftercare status. Starting in CY17, the recidivism rate for Re-entry youth was adjusted to include only youth who recidivated after successfully completing the aftercare portion of the program. This change in methodology was adopted to better reflect the effects of the Re-entry program itself, as opposed to other program involvement prior to Re-entry. Based on this population alone, the CY17 recidivism rate was 42 percent.

At the Multi Agency Assessment Center, 27 percent of participants had conduct-related incident reports (IRs) in CY17. Youth who had case plans (or were assessed to be high risk), had prior Juvenile Hall stays, and spent longer periods at the MAAC were most likely to receive IRs.

## Recommendations

Based on the findings presented above, the following recommendations are offered to support improved outcomes for youth and the capacity to measure them.

### **1. Continue to expand the use of CANS across more services to assess youth needs and strengths and monitor changes over time.**

The absence of CANS data for many youth served by JJCPA-funded programs limited the ability of this evaluation to report how such needs and strengths might have shifted by the time youth exited their programs. Without CANS or similar follow-up assessment data, the evaluation relies disproportionately on recidivism rates and cannot investigate other ways in which services may have impacted youth needs and strengths after their service periods have concluded.

### **2. More efficient data sharing among juvenile justice system partners.**

Standardized reporting measures between juvenile justice system partners with ongoing monitoring will improve the comprehensiveness and accuracy of data used for these reports and ultimately offer greater insight into the journeys of young people through the system.

### **3. Examine additional factors that may increase the likelihood of recidivism.**

The data provided allow us to identify few of the risk factors driving recidivism (e.g. JAIS risk level, age); however, these factors only partially account for youths' likelihood to recidivate, indicating other factors play an important role in predicting recidivism. For example, having CANS data and/or DSM<sup>15</sup> diagnosis data available for programs other than SES would make recidivism models more robust, by providing additional data about both needs that may increase the risk of recidivism, and strengths that may decrease the likelihood of recidivism.

### **4. Strong program coordination between the Ranch, Re-entry and community.**

Increasing the collaboration between all phases of the Ranch program (Ranch, Aftercare, and Re-entry) to provide seamless services and a continuum of care to youth and families may increase the number of successful participants in all levels of the program.

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<sup>15</sup> The Diagnostic and Statistical Manual of Mental Disorders (DSM) is published by the American Psychiatric Association and offers standard criteria for the classification of mental disorders.

## APPENDIX I - LOGIC MODELS

### PEI Logic Model – 2017

Activities	Outputs	Short/Intermediate Outcomes (30-120 day case plan closure /3 months post-case plan closure or LOR mailing)	Long-term Desired Outcomes (6 months post-case plan closure or LOR mailing; recidivism at set intervals from intake)
<p><b>Prevention—Low duration</b> (<i>low risk youth</i>)</p> <ul style="list-style-type: none"> <li>Letter of Reprimand</li> </ul> <p><b>Early Intervention—Medium duration</b> (<i>medium risk youth, incl. some DRP youth; 30 to 60 day case plan</i>)</p> <p>Services, as appropriate:</p> <ul style="list-style-type: none"> <li>Verbal reprimand</li> <li>Pro-social               <ul style="list-style-type: none"> <li>Letter of apology</li> <li>16 hrs. community service</li> <li>Victim awareness</li> <li>Victim restitution</li> </ul> </li> <li>Parent ed: Referrals to parenting classes</li> <li>Ed/voc services: Job skills, monitoring school attendance</li> <li>Case mgmt: Case plan/ supervision</li> </ul> <p><b>Early Intervention—Longer duration:</b> (<i>higher risk youth, incl. some DRP youth; 60 to 120 day case plan</i>)</p> <p>Services, as appropriate:</p> <ul style="list-style-type: none"> <li>Mentoring</li> <li>Family &amp; individual counseling</li> <li>Mental health services</li> <li>Substance use services</li> <li>CDS</li> </ul>	<ul style="list-style-type: none"> <li># of youth served by risk-level</li> </ul> <p><b>Low-risk youth:</b></p> <ul style="list-style-type: none"> <li># of youth who receive a letter, by age group</li> </ul> <p><b>Medium- and Higher-risk youth:</b></p> <ul style="list-style-type: none"> <li># of youth who receive only verbal reprimand</li> <li># of youth served on a case plan</li> <li># of youth referred to services, by type of service</li> <li># of youth who began services, by type of service</li> <li># of PO contacts, by risk level and completion status</li> <li># of days to complete program, by case plan type (medium or higher duration)</li> <li># of youth sent to DRP</li> </ul>	<p><b>All youth:</b></p> <ul style="list-style-type: none"> <li>Do not have new law violations during program participation</li> <li>Successfully complete program</li> <li>Complete community service hours</li> <li>Actively working towards victim restitution</li> </ul> <p><b>Not Measured:</b></p> <p><b>Medium- and Higher-risk youth:</b></p> <ul style="list-style-type: none"> <li>Regularly attending school during academic year</li> <li>Can identify positive objectives or goals for their future</li> <li>Improved attitudes/receptivity of society norms, consequences of their actions</li> <li>Improved decision-making skills, impulse control, conflict resolution skills, stress reduction/coping skills</li> </ul> <p>Youth have improved behaviors as appropriate (based on activities):</p> <ul style="list-style-type: none"> <li>Increased engagement in pro-social activities</li> <li>Increased attachment to a positive adult</li> </ul>	<p><b>All youth:</b></p> <ul style="list-style-type: none"> <li>Reduced % of youth who have a law violation, a sustained petition, or a conviction within 6, 12, 24, 36, &amp; 60 mos. from PEI program exit</li> <li>Avoidance of escalation to ward status</li> </ul> <p><b>Not measured:</b></p> <p><b>Medium- and Higher-risk youth:</b></p> <ul style="list-style-type: none"> <li>Improved educational outcomes</li> </ul> <p>As appropriate (based on activities):</p> <ul style="list-style-type: none"> <li>Increased engagement with pro-social peers and activities</li> <li>Reduction in violent behavior</li> </ul>

## Support and Enhancement Services Logic Model – 2017

Activities	Outputs	Intermediate Outcomes (During and at completion of program)	Long-term Outcomes (Up to one year after completion)
<b>Intensive Case management</b> <ul style="list-style-type: none"> <li>• Creation of Individualized Service Plan (ISP)</li> <li>• Transition plan/exit strategy</li> <li>• Home &amp; school visits</li> <li>• <i>Educational/vocational services</i>: advocacy for school issues, field trips, college visits, career fairs</li> <li>• <i>Pro-social services</i> can include: recreational, social, cultural events</li> <li>• Refer/link to other services</li> <li>• Transportation</li> </ul> <b>Individual &amp; family counseling<sup>16</sup> (CBT &amp; coaching)</b>  <b>Parenting Services (individual or groups)<sup>17</sup></b>	<ul style="list-style-type: none"> <li>• <b>Number of youth served</b></li> <li>• <b>Number of youth served by risk level and primary criminogenic factors</b></li> <li>• <b>Number of days in program</b></li> <li>• <b>Service minutes by type of service</b></li> </ul> <b>Case management</b> <ul style="list-style-type: none"> <li>• CANS completed at intake, 6 months, and program completion</li> <li>• ISP development</li> </ul> <b>SP elements including</b> <ul style="list-style-type: none"> <li>• Meetings with youth</li> <li>• Collateral meetings</li> </ul> <b>Coaching &amp; Counseling</b> <ul style="list-style-type: none"> <li>• Individual counseling</li> <li>• Group counseling</li> <li>• Family counseling</li> </ul> <b>Parenting Services</b> <ul style="list-style-type: none"> <li>• Individual support</li> <li>• Psychoeducational groups</li> </ul>	<b>#/% of youth who successfully complete SES</b>  <b>#/% of youth with increases in strengths<sup>18</sup>:</b> <ul style="list-style-type: none"> <li>• Measured using strengths domain in CANS</li> </ul> <b>#/% of youth with improvement in risks:</b> <ul style="list-style-type: none"> <li>• Measured using risk behaviors domain in CANS</li> </ul> <b>#/% of youth with improvement in behavioral health and emotional needs:</b> <ul style="list-style-type: none"> <li>• Measured using behavioral and emotional needs domain in CANS</li> </ul> <b>Improved parenting and family relationships:</b> <ul style="list-style-type: none"> <li>• Measured using caregiver resource and needs domain from CANS</li> </ul> <b>No recidivism during program</b> <ul style="list-style-type: none"> <li>• #/% of youth with no new violations of probation (VoPs)</li> <li>• #/% of youth with no new arrests or citations</li> </ul>	<b>Reduced recidivism</b> <ul style="list-style-type: none"> <li>• #/% of youth with no new violations of probation (VoPs)</li> <li>• #/% of youth who do <u>not</u> have a subsequent conviction or a sustained petition of a new law violation (either a misdemeanor or a felony) at specific time points from SES program intake<sup>19</sup></li> </ul> <b>Reduction in offense severity</b> <ul style="list-style-type: none"> <li>• #/% of youth who recidivated whose first offense after program intake is less severe than the offense just before program entry</li> </ul> <b>#/% of youth who successfully complete probation</b>

<sup>16</sup> **Counseling topics include:** substance use/abuse, gang affiliation, impulse control, violence prevention, aggression replacement strategies, pro-social thinking, development of positive life choices, consequences of illegal behavior, development of short- and long-term goals, and linkages to other services

<sup>17</sup> **Parenting services address:** parenting styles, structure of responsibility, etc.; healthy family relationships; effective communication; awareness of gang related activities or affiliation; substance use behavior; peer influence; school success; court process; Aggression Replacement Strategies.

<sup>18</sup> CANS domain score movement – e.g. from 2-3 to 0-1.

<sup>19</sup> Time points: 3,6, 12, and 18 months from SES program intake

## Re-entry Logic Model – 2017

Activities	Outputs	Intermediate-term Outcomes (At exit from Re-entry program)	Long-term Outcomes (6 mos. after program exit; recidivism at set intervals from intake)
<p><b>Ongoing Case Management</b><sup>20</sup></p> <p><b>Before Ranch release:</b></p> <ul style="list-style-type: none"> <li>MDTs conducted: <ul style="list-style-type: none"> <li>Within 30 days of Ranch entry</li> <li>Within 60 days before release</li> <li>Within 30 days before release</li> </ul> </li> <li>Re-entry case plan finalized and approved by all parties one week before release</li> <li>Additional case management and transition planning if eligible</li> </ul> <p><b>After Ranch release (aftercare):</b></p> <ul style="list-style-type: none"> <li>MDT conducted within 30 days after release</li> <li>MDTs at least monthly</li> <li>Re-entry team monitors, plans, &amp; meets with youth as needed</li> </ul> <p><b>Core services in ranch &amp; aftercare:</b></p> <ul style="list-style-type: none"> <li>Substance use (Seven Challenges)</li> <li>Behavioral Health</li> <li>Mentoring</li> <li>Individual counseling</li> <li>Family counseling</li> <li>Vocational/Educational</li> <li>Gang Intervention</li> <li>WRAP</li> </ul>	<ul style="list-style-type: none"> <li># of youth served in Re-entry by risk level and primary criminogenic factors</li> <li>Average number of PO contacts with youth, total and by type<sup>21</sup></li> <li>Average number of days between Ranch entry and first PO contact with youth</li> <li>Average # of MDTs conducted: <ul style="list-style-type: none"> <li>At the ranch</li> <li>On aftercare</li> <li>During Re-entry</li> </ul> </li> <li>#/% of youth with completed MDTs: <ul style="list-style-type: none"> <li>Within 30 days of Ranch entry</li> <li>Within 60 days before release</li> <li>Within 30 days before release</li> </ul> </li> <li>#/% of youth who receive services: <ul style="list-style-type: none"> <li>Substance use (Seven Challenges)</li> <li>Behavioral Health</li> <li>Mentoring</li> <li>Individual counseling</li> <li>Family counseling</li> <li>Vocational/Educational</li> <li>Gang Intervention</li> <li>WRAP<sup>22</sup></li> <li>FSP</li> <li>SES</li> </ul> </li> <li>% of youth who need services who receive them, by type</li> </ul>	<ul style="list-style-type: none"> <li>#/% of youth who successfully complete Re-entry program</li> </ul> <p><b>No recidivism while in Re-entry program</b></p> <ul style="list-style-type: none"> <li>#/% of youth with no new Violations of Probation (VoPs)</li> <li>#/% of youth with no new arrests or citations</li> </ul>	<p><b>Reduced recidivism</b></p> <p>#/% of youth who do <u>not</u> have a subsequent conviction or a sustained Petition for a new law violation (either a misdemeanor or a felony) at specific time points from Ranch exit<sup>23</sup></p> <p><b>Reduction in offense severity</b></p> <p>#/% of youth who recidivated whose first offense after program intake is less severe than the offense just before Ranch entry</p> <p><b>#/% of youth who successfully complete probation</b></p>

<sup>20</sup> **Services:** service plan, advocacy for school issues, college visits, career fairs, community service, prosocial events, transportation, home & school visits, after-hours support

<sup>21</sup> **Types of contacts include:** Field, Collateral, Home, Juvenile Hall, Office, Phone, Ranch, School

<sup>22</sup> Also #/% of youth exiting over 18 and not eligible for WRAP

<sup>23</sup> Time points: 3, 6, 12, and 18 months from Ranch exit

## MAAC Logic Model - 2017

Activities	Outputs	Short/Intermediate Outcomes (At JH exit)
<ul style="list-style-type: none"> <li>• <b>Assessment</b> <ul style="list-style-type: none"> <li>○ MAYSI done w/in 72 hours</li> <li>○ JACP prepared w/in 10 days using RAI &amp; PO screening assessment</li> <li>○ Educational assessment by COE</li> </ul> </li> <li>• <b>Continued case planning with PO to align services with principal service needs</b></li> <li>• <b>CBO services that introduce new skills and information</b> <ul style="list-style-type: none"> <li>○ Psycho-educational workshops <ul style="list-style-type: none"> <li>▪ Anger management</li> <li>▪ Anti-criminal thinking patterns</li> <li>▪ Critical Thinking</li> <li>▪ Gang Intervention</li> <li>▪ Domestic Violence</li> <li>▪ Job Preparation</li> <li>▪ Life Skills</li> <li>▪ Character-building/Self-Esteem</li> <li>▪ Sex education</li> <li>▪ Sexual violence prevention</li> <li>▪ Substance abuse</li> </ul> </li> <li>○ 1:1 sessions</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• # of youth served by risk level and primary criminogenic factors</li> <li>• # of youth served by MAAC</li> <li>• Average length of stay in juvenile hall</li> <li>• #/ % who receive a MAYSI</li> <li>• #/ % who receive a MAYSI within 72 hours</li> <li>• #/% who receive a JACP</li> <li>• #/% who receive a JACP within 10 days</li> <li>• #/% of youth who attended at least one workshop, by type</li> <li>• #/% of youth who attended at least one 1:1 session</li> <li>• Average number of workshops attended, by type</li> <li>• Average number of 1:1 sessions attended</li> <li>• % of youth who receive services to address principal service needs</li> </ul>	<ul style="list-style-type: none"> <li>• Satisfaction measure from Client Experience Survey</li> <li>• Decrease in rate of incident reports, by type (environmental measure—not individual)</li> </ul>



## APPENDIX II

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### Protocol for JAIS Administration by Program

Program	JAIS Administration Protocol
<b>Prevention (LOR/VR only)</b>	Youth with a VR receive the Pre-JAIS, but youth with a LOR do not receive the Pre-JAIS.
<b>Early Intervention (PEI services)</b>	PEI youth who receive services receive the Pre-JAIS only.
<b>SES</b>	SES youth with a Pre-JAIS risk level of moderate or high also receive the full JAIS assessment and an individualized case plan.
<b>Pro-Social</b>	Youth with a Pre-JAIS risk level of moderate or high will also receive the full JAIS assessment and an individualized case plan. This is a contracted service available to multiple supervision caseloads; therefore, some youth may receive only a Pre-JAIS.
<b>CAFA</b>	CAFA youth receive the full JAIS assessment and an individualized case plan. All youth should receive a full JAIS except for those minors on IS or Court IS.
<b>Re-entry</b>	Re-entry youth receive the full JAIS assessment and an individualized case plan, including a JAIS re-assessment 75 days before targeted release from the Ranch.
<b>Pro-GRIP</b>	Youth with a Pre-JAIS risk level of moderate or high will also receive the full JAIS assessment and an individualized case plan. This is a contracted service that is available to youth assigned to Gang supervision caseloads.
<b>PATH<sup>2</sup>S</b>	All PATH <sup>2</sup> S youth receive the Pre-JAIS to determine risk level, and the full JAIS assessment prior to acceptance into PATH <sup>2</sup> Services. Upon disposition an Individualized Case Plan is completed for each youth.
<b>MAAC</b>	MAAC youth receive the Pre-JAIS. Youth with a Pre-JAIS risk level of moderate or high will also receive the full JAIS assessment and an individualized case plan if their case is adjudicated.

## APPENDIX III – ZIP CODES BY NEIGHBORHOOD MEDIAN FAMILY INCOME CATEGORY

ZIP Codes in each income grouping, for youth exiting JJCPA-funded programs in CY17. Note some ZIP Codes are not in Santa Clara County, since not all youth served by the programs reside in SCCounty:

Income Category	ZIP Codes					
<b>Low-income:</b> Neighborhood median family income is <\$70,000	33610	89512	93309	94541	95204	95380
	34488	89706	93436	94544	95206	95422
	36037	90002	93620	94565	95210	95451
	53215	90016	93635	94589	95301	95660
	54304	90262	93637	94601	95303	95814
	70003	90715	93660	94603	95307	95815
	73044	90744	93706	94605	95313	95823
	78028	90802	93722	94607	95322	95826
	79072	92102	93726	94621	95330	95963
	80011	92234	93905	95076	95336	95991
	84058	92243	93906	95110	95341	96003
	84770	92337	93933	95111	95348	96033
	85053	92410	93955	95112	95350	96080
	85225	92530	94063	95113	95351	96150
	89015	92544	94102	95116	95354	97236
	89031	93221	94121	95117	95355	97504
	89128	93234	94509	95122	95357	98409
	89447	93257	94520	95127	95363	98444
	89502	93277	94533	95203	95376	
<b>Middle-income:</b> Neighborhood median family income is between \$70,000 and \$140,000	19342	92506	94403	94901	95118	95209
	50276	92584	94501	94903	95119	95337
	52402	92656	94523	95002	95121	95361
	61834	92880	94531	95005	95123	95366
	74137	93720	94536	95006	95124	95368
	78254	93907	94538	95008	95125	95403
	78729	94040	94542	95020	95126	95404
	81432	94041	94546	95023	95128	95409
	83616	94043	94553	95033	95129	95628
	89129	94044	94555	95035	95130	95650
	89138	94061	94558	95037	95131	95662
	89423	94085	94560	95046	95132	95687
	89509	94086	94561	95050	95133	95757
	91016	94087	94568	95051	95134	95758
	91360	94089	94585	95054	95135	95843
	91709	94107	94587	95060	95136	
	91775	94109	94619	95062	95139	
	92374	94303	94702	95066	95148	
<b>High-income:</b> Neighborhood median family income is >\$140,000	94022	94127	94503	95014	95070	
	94024	94301	94528	95030	95120	
	94025	94306	94539	95032	95138	

## APPENDIX IV – JJCPA AND YOBG FUNDED PROGRAMS

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### JJCPA

- Prevention Early Intervention (PEI) Unit
- Direct Referral Program (DRP) - Individual or Family Counseling
- Informal Monitoring of Early Offenders
- Competency Development Services (CDS) - Individual and Family Counseling
- Victim Awareness
- Pro-Social Activities
- Mentoring
- Legal Education/Mentoring Services
- Court Appointed Friend and Advocate (CAFA)
- Support Enhancement Services (SES)
- Progress Achieved through Hope and Holistic Services (PATH<sup>2</sup>S)
- Pro-GRIP
- Re-entry Services Unit
- Re-entry Wraparound Services
- Re-entry Mentoring
- Vocational/Educational Services
- Multi Agency Assessment Center (MAAC)
- Gang Intervention/Redirection
- Law Education
- Dating/Family Violence
- Substance Use Treatment
- Behavioral Health Resource Center
- Sexual Exploitation Services
- Pet Assisted Therapy
- Vocational & Education Services

### YOBG

- Public Health Education Associate
- Educational Services
- Project YEA
- School Enrollment Services
- School Based Probation Officers