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REPORT

Los Angeles County Juvenile Justice Crime Prevention Act

Fiscal Year 2008–2009 Report

Terry Fain • Susan Turner • Greg Ridgeway

Prepared for the Los Angeles County Probation Department



Safety and Justice

A RAND INFRASTRUCTURE, SAFETY, AND ENVIRONMENT PROGRAM

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Preface

In 2000, the California state legislature passed the Schiff-Cardenas Crime Prevention Act (Assembly Bill [AB] 1913), which authorized funding for county juvenile-justice programs and designated the Corrections Standards Authority (CSA) (formerly named the Board of Corrections) the administrator of funding. A 2001 California Senate bill extended the funding and changed the program's name to the Juvenile Justice Crime Prevention Act (JJCPA). This effort was designed to provide a stable funding source to counties for juvenile programs that have been proven effective in curbing crime among juvenile probationers and young at-risk offenders.

CSA is required to submit annual reports to the California state legislature measuring the success of JJCPA. The legislation identified six specific outcome measures (the "big six") to be included in annual reports from each of the individual JJCPA programs. These outcome measures are (1) successful completion of probation, (2) arrests, (3) probation violations, (4) incarcerations, (5) successful completion of restitution, and (6) successful completion of community service. Each county can also supply supplemental outcomes to measure locally identified service needs. JJCPA programs were first implemented in the summer and fall of 2001 and are now in their ninth year of funding.

The RAND Corporation received funding from the Los Angeles County Probation Department to conduct the evaluation of the county's JJCPA programs, including analyzing data and reporting findings to CSA. This report summarizes the fiscal year (FY) 2008–2009 findings reported to CSA, as well as additional program information gathered by the Los Angeles County Probation Department, based on its oversight and monitoring of program implementation and outcomes. The report is a collaboration between RAND and the Los Angeles County Probation Department.

This report should be of interest to researchers, policymakers, and practitioners interested in the effectiveness of intervention programs for at-risk youth and those involved in the juvenile-justice system. Related publications include the following:

- Terry Fain, Susan Turner, and Greg Ridgeway, *Los Angeles County Juvenile Justice Crime Prevention Act: Fiscal Year 2007–2008 Report*, Santa Monica, Calif.: RAND Corporation, TR-746-LACPD, 2010
- Susan Turner, Terry Fain, and Amber Sehgal, with Jitahadi Imara and Felicia Cotton, *Los Angeles County Juvenile Justice Crime Prevention Act: Fiscal Year 2005–2006 Report*, Santa Monica, Calif.: RAND Corporation, TR-498-LACPD, 2007
- Susan Turner, Terry Fain, John MacDonald, and Amber Sehgal, with Jitahadi Imara, Felicia Cotton, Davida Davies, and Apryl Harris, *Los Angeles County Juvenile Justice*

Crime Prevention Act: Fiscal Year 2004–2005 Report, Santa Monica, Calif.: RAND Corporation, TR-368-1-LACPD, 2007

- Susan Turner, Terry Fain, and Amber Sehgal, with Jitahadi Imara, Davida Davies, and Apryl Harris, *Los Angeles County Juvenile Justice Crime Prevention Act: Fiscal Year 2003–2004 Report*, Santa Monica, Calif.: RAND Corporation, WR-218-LACPD, February 2005
- Susan Turner, Terry Fain, and Amber Sehgal, *Validation of the Risk and Resiliency Assessment Tool for Juveniles in the Los Angeles County Probation System*, Santa Monica, Calif.: RAND Corporation, TR-291-LACPD, June 2005
- Susan Turner and Terry Fain, “Validation of the Risk and Resiliency Assessment Tool for Juveniles in the Los Angeles County Probation System,” *Federal Probation*, September 2006, pp. 49–55.

The RAND Safety and Justice Program

This research was conducted under the auspices of the Safety and Justice Program within RAND Infrastructure, Safety, and Environment (ISE). The mission of ISE is to improve the development, operation, use, and protection of society’s essential physical assets and natural resources and to enhance the related social assets of safety and security of individuals in transit and in their workplaces and communities. Safety and Justice Program research addresses occupational safety, transportation safety, food safety, and public safety—including violence, policing, corrections, substance abuse, and public integrity.

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Summary

The Juvenile Justice Crime Prevention Act

In 2000, the California state legislature passed the Schiff-Cardenas Crime Prevention Act, which authorized funding for county juvenile-justice programs and designated the Board of Corrections (BOC) the administrator of funding. A 2001 California Senate bill extended the funding and changed the program's name to the Juvenile Justice Crime Prevention Act (JJCPA). This effort was designed to provide a stable funding source for juvenile programs that have been proven effective in curbing crime among at-risk and young offenders.

JJCPA provided funds to counties to add evidence-based programs and services for

- juvenile probationers identified with higher needs for special services than those received by routine probationers
- at-risk youth who have not entered the probation system but who live or attend school in areas of high crime or who have other factors that potentially predispose them to criminal activities
- youth in juvenile halls and camps.

Each juvenile is assigned to one or more JJCPA programs according to an assessment of the individual's need for services.

Administration of the JJCPA program is currently the responsibility of the Corrections Standards Authority (CSA), formed in July 2005 by merging the BOC and the Commission on Peace Officer Standards and Training (CPOST). CSA is required to submit annual reports to the California state legislature measuring the success of JJCPA. The legislation identified six specific outcome measures (the "big six") to be included in annual reports from each of the individual JJCPA programs. These outcome measures are (1) successful completion of probation, (2) arrests, (3) probation violations, (4) incarcerations, (5) successful completion of restitution, and (6) successful completion of community service. Each county can also supply supplemental outcomes to measure locally identified service needs.

JJCPA in the Context of Los Angeles County Probation Department Programs

JJCPA is one of the major vehicles to provide services to juveniles. JJCPA programs are administered by the Los Angeles County Probation Department (hereafter called the Probation Department or, simply, Probation), whose mission is to promote and enhance public safety, ensure victims' rights, and facilitate the positive behavior change of adult and juvenile pro-

bationers. In fiscal year (FY) 2008–2009, the state allocated approximately \$31.5 million to Los Angeles County for JJCPA programs and services.¹ This represents roughly one-third of juvenile field expenditures, one-quarter of detention expenditures, and more than one-third of camp expenditures, or almost 10 percent of all juvenile expenditures.

JJCPA programs are grounded in social-ecological research. The central tenet of this approach is that behavior is multidetermined through the reciprocal interplay of the youth and his or her social ecology, including the family, peers, school, neighborhood, and other community settings. The primary goal of JJCPA programs is to optimize the probability of decreasing crime-producing risk factors and increasing protective factors, with the capacity to intervene comprehensively at the individual, family, peer, and school levels, and possibly the community level as well. The use of JJCPA and other resources allows the deputy probation officer (DPO) to shape a plan that builds on the strengths of each youth and is uniquely responsive to service needs. In collaboration with school officials, parents, and community partners, JJCPA DPOs are able to coordinate service plans that include various school- and community-based resources.

The Los Angeles County Probation Department submitted program evaluation designs to BOC that used quasi-experimental methods. These designs were subsequently approved by BOC. Programs included a group of youth—either routine probationers, probationers in non-JJCPA programs, or at-risk youth receiving Probation services—with characteristics similar to those of program youth where appropriate, and a pre/post measurement design in instances in which no appropriate comparison group could be identified. Generally, outcomes for program participants are measured for a six-month period after starting the program (for community programs) or after release into the community (for camp and juvenile-hall programs). In addition to the big six, the Probation Department, working with BOC (and later with CSA), defined supplemental outcomes specific to each program, which are also reported to CSA annually.

Some discussion of the big six is in order. CSA does not rank the relative importance of these measures, nor is there any universally accepted relative importance of these measures of recidivism. For its planning purposes, Los Angeles County has ranked these in order, from most important to least important, in the view of Probation Department standards: successful completion of probation, arrests, probation violations, incarcerations, successful completion of restitution, and successful completion of community service. An ideal outcome would be for no program youth to be arrested, be incarcerated, or be in violation of probation and for all to complete probation and (if applicable) community service and restitution. However, since, for most JJCPA programs, the big six outcomes are measured only for six months after entry into the program² and because most youths' terms of probation last 12 to 18 months, in practice, a 100-percent completion-of-probation rate is not a realistic expectation. For all the big six measures, the most important metric is whether program youth performed significantly better than comparison youth, not the absolute value of any given outcome.

¹ Because of California's fiscal crisis, Los Angeles County actually received only about \$25 million from the state for JJCPA funding. The county contributed the remainder, to bring the total funding to approximately \$31.5 million.

² For programs based in juvenile camps, the big six outcomes are measured for the six months after the youth returns to the community, rather than from program start.

Youth Involved in JJCPA Programs in FY 2008–2009

Overall, in FY 2008–2009, 39,458 youth received JJCPA services in Los Angeles County. Of these, 17,089 (43.3 percent) were at risk and 22,369 (56.7 percent) were on probation. Youth in one or more JJCPA programs receive services, often provided under contract by community-based organizations (CBOs), as well as supervision by a probation officer.

Los Angeles County JJCPA programs are organized into three initiatives—Enhanced Mental Health Services, Enhanced Services to High-Risk/High-Need Youth, and Enhanced School- and Community-Based Services. Table S.1 lists the JJCPA programs in each initiative in FY 2008–2009 and the number of participants who received services in each pro-

Table S.1
Programs in the Three JJCPA FY 2008–2009 Initiatives and Number of Youth Who Received Services

| Initiative and Programs | Abbreviation | Participants |
|---|-------------------------|---------------|
| I. Enhanced Mental Health Services | | |
| Mental Health Screening, Treatment, and Assessment ^a | MH | 10,925 |
| Multisystemic Therapy | MST | 147 |
| II. Enhanced Services to High-Risk/High-Need Youth | | |
| Special Needs Court | SNC | 61 |
| Youth Substance Abuse Intervention | YSA | 422 |
| Gender-Specific Community (including Young Women at Risk) | GSCOMM (including YWAR) | 1,033 |
| High-Risk/High-Need | HRHN | 1,566 |
| III. Enhanced School- and Community-Based Services | | |
| School-Based Probation Supervision for Middle-School and High-School Probationers and At-Risk Youth | SBHS-PROB | 5,820 |
| | SBMS-PROB | 293 |
| | SBHS-AR | 984 |
| | SBMS-AR | 1,188 |
| Abolish Chronic Truancy | ACT | 12,990 |
| After-School Enrichment and Supervision | PARKS | 987 |
| Housing-Based Day Supervision | HB | 202 |
| Inside-Out Writers | IOW | 2,840 |
| Total | | 39,458 |

NOTE: The number of participants in a given program is determined by who received services during the fiscal year, which goes from July 1, 2008, through June 30, 2009. To allow a six-month eligibility period for recidivism, however, the number for which outcomes are reported uses a reference period of January 1, 2008, through December 31, 2008. The people whose outcomes can be reported during the fiscal year have to enter the program in time to have six months before the end of the fiscal year, so the number of participants will not match the number for whom outcomes are reported.

^a The number of participants is based on the number screened for potential mental problems, which is everyone who enters a juvenile hall. But outcomes are reported only for those who actually receive services, which is typically 20–30 percent of those screened.

gram. Table S.2 shows the number of youth in each program for whom big six outcomes were reported, the comparison group used for the program, and the number of youth in the comparison group.³

Changes in Comparison Groups

Prior to FY 2007–2008, historical comparison groups had been used for SBMS-AR, SBHS-AR, MH, and HRHN. The comparison groups for MH, SBMS-AR, and SBHS-AR dated to 2000, while the HRHN comparison group came from 2003. By FY 2007–2008, there was simply too much elapsed time to consider these historical groups comparable to the current JJCPA participants, so it was decided to compare the current year’s participants to those in the same program the previous year. The goal of this comparison was that this year’s participants do at least as well as the previous year’s participants in JJCPA-measured outcomes. Beginning in FY 2008–2009, a similar approach was adopted for YSA, GSCOMM, and IOW, with the previous year’s cohort serving as the comparison group for the current program participants.

Outcomes

The CSA-mandated big six outcomes generally showed a somewhat different pattern in FY 2008–2009 than in previous fiscal years. JJCPA participants in the Enhanced Mental Health Services initiative were less likely than comparison-group youth to successfully complete probation and community service and had a higher rate of arrest. They did, however, also have a lower rate of probation violations. Youth in the Enhanced Services to High-Risk/High-Need Youth initiative had significantly fewer incarcerations than comparison-group youth but lower rates of successful completion of probation, restitution, and community service. Program youth in the Enhanced School- and Community-Based Services initiative showed significantly better outcomes than comparison-group youth in all big six outcomes. Unlike previous years, participants in six of the nine JJCPA programs targeted at probationers showed lower probation-violation rates than comparison-group youth. In programs that used a pre/post design (ACT, PARKS, and HB), JJCPA youth tended to show fewer arrests and fewer incarcerations after program entry than before program entry or to have rates not significantly different between the two periods.

Programs with contemporaneous comparison groups showed mixed results. SBHS-PROB program youth had significantly better outcomes than comparison-group youth in all of the probation-related big six outcomes, but there was no significant difference between the two groups in arrest and incarceration rates. SBMS-PROB youth showed a lower rate of probation violations than comparison-group youth, but differences in the other big six outcomes were not significantly different for the two groups. The much smaller programs MST and SNC showed no significant difference in big six outcomes from their respective comparison groups.

³ The “near misses” used in comparison groups for MST and SNC were youths with similar characteristics to program youths but who were not accepted into the program, usually because of language barriers or lack of MediCal or other insurance coverage.

Table S.2
Programs in the Three JJCPA FY 2008–2009 Initiatives and Number of Participants for Whom
Outcomes Were Reported

| Initiative and Programs | Participants | Comparison Group | Comparison-Group Members |
|---|--------------|-----------------------------------|--------------------------|
| I. Enhanced Mental Health Services | | | |
| MH | 2,325 | FY 2007–2008 MH participants | 2,060 |
| MST | 99 | MST-identified near misses | 66 |
| II. Enhanced Services to High-Risk/High-Need Youth | | | |
| SNC | 36 | SNC-identified near misses | 66 |
| YSA | 227 | FY 2007–2008 YSA participants | 227 |
| GSCOMM (including YWAR) | 934 | FY 2007–2008 GSCOMM participants | 1,075 |
| HRHN | 1,723 | FY 2007–2008 HRHN participants | 1,269 |
| III. Enhanced School- and Community-Based Services | | | |
| SBHS-PROB | 3,402 | Routine probationers | 1,741 |
| SBMS-PROB | 188 | Routine probationers | 169 |
| SBHS-AR | 494 | FY 2007–2008 SBHS-AR participants | 576 |
| SBMS-AR | 766 | FY 2007–2008 SBMS-AR participants | 738 |
| ACT | 7,838 | Pre/post comparison | |
| PARKS | 883 | Pre/post comparison | |
| HB | 121 | Pre/post comparison | |
| IOW | 1,502 | FY 2007–2008 IOW participants | 876 |

NOTE: “Near misses” for MST and SNC were limited to those with characteristics comparable to those of program participants. Routine probationers used as comparison groups for SBHS-PROB and SBMS-PROB were statistically matched to program participants. Outcomes for MH were reported only for youth who received treatment.

Programs that used historical comparison groups generally did less well than comparison youth, though the differences were not always statistically significant. FY 2008–2009 MH participants had a higher arrest rate than their FY 2007–2008 counterparts, completed probation and community service at a lower rate, and had more probation violations. Differences in incarceration and completion of restitution between the groups were not significant. Arrests and incarcerations were not significantly different for SBHS-AR and SBMS-AR youths versus their FY 2007–2008 counterparts. FY 2008–2009 HRHN participants had significantly lower arrest and incarceration than their FY 2007–2008 counterparts, but they also had significantly lower rates of successful completion of probation, restitution, and community service. YSA big six outcomes were not significantly different for FY 2008–2009 and FY 2007–2008 participants. FY 2008–2009 participants in GSCOMM had fewer arrests and were more likely to successfully complete restitution than their FY 2007–2008 counterparts. Other outcomes were not significantly different for the two years. FY 2008–2009 IOW participants had more arrests, lower rates of successful completion of probation, and more probation violations than their counterparts from the previous fiscal year.

Supplemental outcomes, which varied from program to program, were generally more positive in the reference period after starting the program than in the comparable period before beginning the program. School attendance, in particular, improved markedly for those programs that used attendance as a supplemental outcome measure. For these programs, school suspensions and expulsions were likely to decrease as well. Programs whose supplemental outcomes were not school related also tended to show positive results in the measures used. Measures of risk, strengths, and barriers improved significantly for all four school-based programs. Only YSA, PARKS, and IOW had no significantly improved supplemental outcomes.

Table S.3
Estimated Per Capita Costs, by JJCPA Program, FY 2008–2009

| Program/Initiative | Youth Served | Budget (\$) | Per Capita Expenditure (\$) |
|---|---------------|-------------------|-----------------------------|
| I. Enhanced Mental Health Services initiative | 11,072 | 5,205,565 | 470 |
| MH | 10,925 | 4,651,750 | 426 |
| MST | 147 | 553,815 | 3,767 |
| II. Enhanced Services to High-Risk/High-Needs Youth initiative | 3,082 | 10,165,303 | 3,298 |
| SNC | 61 | 1,385,824 | 22,718 |
| YSA | 422 | 1,143,734 | 2,710 |
| GSCOMM (including YWAR) | 1,033 | 1,690,531 | 1,637 |
| HRHN | 1,566 | 5,945,215 | 3,796 |
| III. Enhanced School- and Community-Based Services initiative | 25,304 | 16,078,702 | 635 |
| SBHS-PROB | 5,820 | 8,230,316 | 1,414 |
| SBHS-AR | 984 | 1,251,512 | 1,272 |
| SBMS-PROB | 293 | 409,459 | 1,397 |
| SBMS-AR | 1,188 | 1,598,512 | 1,346 |
| ACT | 12,990 | 450,813 | 35 |
| PARKS | 987 | 2,624,090 | 2,659 |
| HB | 202 | 1,301,482 | 6,443 |
| IOW | 2,840 | 212,516 | 75 |
| All programs | 39,458 | 31,449,570 | 797 |

NOTE: Total budget for an initiative may not equal the sum of budgets of its component parts due to rounding to the nearest dollar.

JJCPA Per Capita Costs

A total of 39,458 youth were served in Los Angeles County JJCPA programs in FY 2008–2009, at a total cost of \$31,449,570, or \$797 per participant.⁴ As one might expect, some programs had lower per capita costs than others. In general, the larger programs, such as ACT, had lower per capita costs, whereas the programs, such as MST, that offered more-extensive services to a smaller population with higher risks and needs had higher per capita costs. Table S.3 shows the total budget for each program, the number of youth served in FY 2008–2009, and the cost per program participant. Overall, the cost per youth in the Enhanced Mental Health Services initiative in FY 2008–2009 was \$470, whereas the Enhanced Services to High-Risk/High-Need Youth initiative cost \$3,298 per youth served, and the Enhanced School- and Community-Based Services programs spent \$635 per youth.

Components of Cost

Although Table S.3 shows the costs of delivering JJCPA services in the various programs, other costs are also incurred for JJCPA participants. These include the cost of supervision for those on probation, the cost of juvenile hall for those who spend time in the halls, the cost of juvenile camp for those assigned to camp, the cost of receiving a technical violation of probation, and the various costs associated with being arrested. In our analysis of overall JJCPA costs, we have attempted to estimate each on a daily basis or unit cost to calculate the actual cost of each individual participant.

It should be emphasized that these are *estimated* costs, based on the best information available at the time of this writing. Most involve calculations using estimates provided by Probation or from publicly available data. These analyses are intended not to provide exact costs but to give an indication of approximate trends for each program and to allow comparisons for program participants in the six months after entering JJCPA programs versus the prior six months.

Total Cost of Programs and Initiatives

Table S.4 shows the mean total cost per participant in JJCPA programs in FY 2008–2009. Weighted averages are also shown for each initiative. It should be noted that the costs for each initiative are largely driven by the costs of the program or programs in that initiative that serve the most participants. Thus, MST costs have very little influence on the overall costs of the Enhanced Mental Health Services initiative, since the vast majority of youth served within that initiative are in the MH program.

As we might expect, overall juvenile-justice costs for JJCPA participants were generally higher in the follow-up period (\$7,417) than in the baseline period (\$5,119), primarily because six months is not a long enough time to evaluate the long-term benefits of changes brought

⁴ The number of youth served in FY 2008–2009 is greater than the number of youth for whom outcome measures were reported to CSA, because the time frames are different. Because the cost estimates in this chapter include arrests during the six-month eligibility mandated for big six outcomes, the number of program youth will match the number used to report outcomes to CSA, not the total number served during the fiscal year.

Table S.4
Mean of the Total Estimated Cost per Participant, by JJCPA Program, FY 2008–2009 (\$)

| Program | Baseline | | | Follow-Up | | | Participants | Difference |
|--|--------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|
| | Mean | 95% CI | | Mean | 95% CI | | | |
| I. Enhanced Mental Health Services initiative | 9,198 | 9,036 | 9,359 | 14,596 | 14,371 | 14,822 | 9,722 | -5,399 |
| MH | 9,229 | 9,067 | 9,392 | 14,546 | 14,319 | 14,773 | 9,623 | -5,317 |
| MST | 6,161 | 5,062 | 7,260 | 19,492 | 18,271 | 20,713 | 99 | -13,331 |
| II. Enhanced Services to High-Risk/High-Need Youth initiative | 5,563 | 5,277 | 5,848 | 7,261 | 6,987 | 7,535 | 2,929 | -1,698 |
| SNC | 17,263 | 12,185 | 22,340 | 12,553 | 9,727 | 15,380 | 36 | 4,710 |
| YSA | 6,145 | 5,301 | 6,988 | 6,812 | 6,052 | 7,572 | 227 | -667 |
| GSCOMM (including YWAR) | 803 | 621 | 986 | 2,052 | 1,903 | 2,201 | 934 | -1,249 |
| HRHN | 7,846 | 7,394 | 8,298 | 10,060 | 9,606 | 10,514 | 1,723 | -2,214 |
| III. Enhanced School- and Community-Based Services initiative | 2,424 | 2,359 | 2,489 | 2,854 | 2,779 | 2,929 | 15,194 | -430 |
| SBHS-PROB | 6,026 | 5,841 | 6,211 | 5,137 | 4,940 | 5,334 | 3,402 | 889 |
| SBHS-AR | 106 | 44 | 168 | 1,071 | 918 | 1,224 | 494 | -965 |
| SBMS-PROB | 5,194 | 4,634 | 5,754 | 5,060 | 4,422 | 5,698 | 188 | 134 |
| SBMS-AR | 8 | 2 | 15 | 595 | 529 | 661 | 766 | -587 |
| ACT | 0 | | | 28 | 28 | 29 | 7,838 | -28 |
| PARKS | 429 | 271 | 588 | 2,675 | 2,455 | 2,895 | 883 | -2,246 |
| HB | 60 | -37 | 156 | 4,522 | 4,386 | 4,658 | 121 | -4,462 |
| IOW | 9,924 | 9,429 | 10,420 | 13,864 | 13,266 | 14,462 | 1,502 | -3,940 |
| All programs | 5,119 | 5,046 | 5,192 | 7,417 | 7,324 | 7,511 | 27,845 | -2,298 |

NOTE: A positive number in the Difference column indicates the estimated amount of program savings, while a negative number indicates that overall costs exceeded savings for the program. CI indicates a 95-percent confidence interval.

about by participating in JJCPA programs. The majority of the JJCPA programs, however, produced substantial average cost savings in arrests and court costs. If these cost savings were accumulated over a longer period of time, they might offset the substantial investment made in program costs. We are not able to extend the time frame to measure changes, however, because not enough time has elapsed to allow us to obtain data beyond a six-month period. With a longer follow-up period, the initial program costs may be offset by reductions in subsequent arrests and court appearances.

We note also that savings in juvenile-justice costs for arrests, camps, and juvenile halls do not take into account potential savings associated with improved family and community relations. Because we have no data on the value of such improvements, we are not able to include these factors in our estimates of cost differences between the baseline and follow-up periods.

It is actually somewhat surprising to note that participants in the Enhanced School- and Community-Based Services initiative had only slightly higher total juvenile-justice costs in the follow-up period than in the baseline period. This finding is driven primarily by cost savings among youth in high school-based and middle school-based probation programs and the low costs of programs targeting at-risk youth.

Component Cost Savings, by Initiative

For each of the three FY 2008–2009 initiatives, Table S.5 shows the mean net cost for each cost component—i.e., the mean difference between the cost in the six months before entering the program and the six months after entering. The Enhanced Mental Health Services initiative, which serves only probationers, showed fewer arrest costs but much higher camp and juvenile-hall costs after entering the program than before entering. The Enhanced Services to High-Risk/High-Need Youth initiative, which targets a large number of at-risk youth, saw the bulk of its expenses in program costs, whereas costs for arrests, juvenile hall, camp, and court were lower in the six months after entering the program. The Enhanced School- and Community-Based Services initiative, which targets a combination of probationers and at-risk

Table S.5
Mean Net Costs for Initiatives, FY 2008–2009 (\$)

| Component | Enhanced Mental Health Services | Enhanced Services to High-Risk/High-Need Youth | Enhanced School- and Community-Based Services |
|---------------|---------------------------------|--|---|
| Program | -592 | -2,759 | -537 |
| Supervision | -297 | -51 | -216 |
| Arrest | 1,061 | 43 | 174 |
| Juvenile hall | -2,209 | 239 | -203 |
| Camp | -3,453 | 366 | -236 |
| Court | 92 | 457 | 473 |
| Total | -5,399 | -1,698 | -430 |

NOTE: A positive number in this table indicates that mean costs were lower in the six months after beginning the program than in the six months before beginning. A negative number indicates that costs were higher after entering the program than before entering. Total costs may include savings resulting from improved school attendance. Because of missing data for some components, total cost may not equal the sum of the component costs.

youth, saw increased program, supervision, juvenile-hall, and camp costs but savings in arrest and court costs after entering the program.

In general, the higher rates of recidivism in higher-cost programs are due to their focus on more-serious juvenile offenders.

Conclusions

As with any evaluation, there are inherent limitations in our assessment of the JJCPA program in Los Angeles County. Quasi-experimental comparison groups are always vulnerable to the criticism that they are somehow not comparable to the program group such that observed differences are not due to the program but rather to differences between the groups. We were unable to verify the comparability of comparison groups for some of the programs, so observed differences between treatment and comparison groups may reflect pretreatment differences between the groups rather than treatment effects of the programs. Over the past two years, use of the previous year's cohort as a comparison group for this year's program participants has strengthened the evaluation design of several JJCPA programs.

Data used to compute outcome measures were extracted from databases maintained by Probation. Near the end of FY 2008–2009, Probation switched to a new database system. In theory, all data from the previous system were imported into the new system. However, we have found this importation to be incomplete. For example, in contrast to previous years, gender and cluster data were unavailable for participants in a majority of JJCPA programs. Data on arrests and dispositions were incomplete and had to be supplemented by data already at RAND from previous years in order to produce a complete set of records.

Through the Juvenile Justice Coordinating Council (JJCC), the Probation Department will work to coordinate and integrate JJCPA strategies, initiatives, programs, and resources into system reforms, gang intervention, and violence-reduction efforts.

Results reflect the continuing collaboration between the evaluators and Probation to modify programs based on the integration of evaluation findings and effective juvenile-justice practices. We still see that the differences in outcomes between program participants and comparison-group youth are relatively small, although county-developed supplemental outcomes tend to be more favorable than state-mandated big six outcomes. Los Angeles County will continue to receive JJCPA funding on an annual basis and will continue to report outcomes to CSA annually.

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Abbreviations

| | |
|--------|--|
| AB | assembly bill |
| ACT | Abolish Chronic Truancy |
| ADA | average daily attendance |
| ART | aggression-replacement therapy |
| BOC | Board of Corrections |
| BSI | Brief Symptom Inventory |
| CBO | community-based organization |
| CCTP | Camp to Community Transition Program |
| CI | confidence interval |
| CPOST | Commission on Peace Officer Standards and Training |
| CSA | Corrections Standards Authority |
| CTF | community treatment facility |
| DA | district attorney |
| DBT | dialectical behavior therapy |
| DCFS | Los Angeles County Department of Children and Family Services |
| DMH | Los Angeles County Department of Mental Health |
| DOJ | U.S. Department of Justice |
| DPO | deputy probation officer |
| DSM-IV | <i>Diagnostic and Statistical Manual of Mental Disorders: DSM-IV</i> |
| FFT | Functional Family Therapy |
| FY | fiscal year |
| GAF | Global Assessment of Functioning |
| GED | General Educational Development Test |

| | |
|-----------|--|
| GIS | Gang Intervention Services |
| GSCOMM | Gender-Specific Community |
| HB | Housing-Based Day Supervision |
| HRHN | High-Risk/High-Need |
| IAP | Intensive Aftercare Program |
| IOW | Inside-Out Writers |
| JJCC | Juvenile Justice Coordinating Council |
| JJCPA | Juvenile Justice Crime Prevention Act |
| LAPD | Los Angeles Police Department |
| LARRC | Los Angeles Risk and Resiliency Checkup |
| LAUSD | Los Angeles Unified School District |
| MAYSI | Massachusetts Youth Screening Instrument |
| MET | motivational enhancement therapy |
| MH | Mental Health Screening, Assessment, and Treatment |
| MHA | Mental Health America |
| MHSA | Mental Health Services Act |
| MST | Multisystemic Therapy |
| MTFC | multidimensional-treatment foster care |
| OJJDP | Office of Juvenile Justice and Delinquency Prevention |
| PAIR | Project for Adolescent Intervention and Rehabilitation |
| PARKS | After-School Enrichment and Supervision |
| RP | relapse prevention |
| SBHS-AR | School-Based High-School Probation Supervision for At-Risk Youth |
| SBHS-PROB | School-Based High-School Probation Supervision for Probationers |
| SBMS-AR | School-Based Middle-School Probation Supervision for At-Risk Youth |
| SBMS-PROB | School-Based Middle-School Probation Supervision for Probationers |
| SIR | special incident report |
| SLC | social learning curriculum |
| SLM | Social Learning Model |
| SNC | Special Needs Court |

| | |
|------|------------------------------------|
| SPA | service planning area |
| YSA | Youth Substance Abuse Intervention |
| YWAR | Young Women at Risk |

Background and Methodology

The Juvenile Justice Crime Prevention Act

In 2000, the California state legislature passed the Schiff-Cardenas Crime Prevention Act, which authorized funding for county juvenile-justice programs and designated the Board of Corrections (BOC) the administrator of funding. A 2001 California Senate bill extended the funding and changed the program's name to the Juvenile Justice Crime Prevention Act (JJCPA). This effort was designed to provide a stable funding source for juvenile programs that have been proven effective in curbing crime among at-risk and young offenders (CSA, 2010). Counties were asked to submit plans to the state for funding to identify programs that filled gaps in local services. These programs were to be based on empirical findings of effective program elements. The plans were required to include

- an assessment of existing services targeting at-risk juveniles and their families
- identification and prioritization of neighborhoods, schools, and other areas of high juvenile crime
- a strategy to provide a continuum of graduated responses to juvenile crime.

In addition, programs to be funded were required to be based on approaches demonstrated to be effective in reducing delinquency. They were also required to integrate law enforcement, probation, education, mental health, health, social services, drug- and alcohol-abuse treatment, and youth services resources in a collaborative manner, using information sharing to coordinate strategy and provide data for measuring program success (AB 1913, 2000).

JJCPA provided funds to counties to add evidence-based programs and services for

- juvenile probationers identified with higher needs for special services than those received by routine probationers
- at-risk youth who have not entered the probation system but who live or attend school in areas of high crime or who have other factors that potentially predispose them to criminal activities
- youth in juvenile halls and camps.

Each juvenile is assigned to one or more JJCPA programs according to an assessment of the individual's need for services.

Administration of the JJCPA program is currently the responsibility of the Corrections Standards Authority (CSA), formed in July 2005 by merging the BOC and the Commission on Peace Officer Standards and Training (CPOST). CSA is required to submit annual reports

to the California state legislature measuring the success of JJCPA. The legislation identified six specific outcome measures (the “big six”) to be included in annual reports from each of the individual JJCPA programs. These outcome measures are (1) successful completion of probation, (2) arrests, (3) probation violations, (4) incarcerations, (5) successful completion of restitution, and (6) successful completion of community service. Each county can also supply supplemental outcomes to measure locally identified service needs (CSA, 2010).

JJCPA programs were first implemented in the summer and fall of 2001 and are now in their ninth year of funding. In the eighth year of funding (fiscal year [FY] 2008–2009), 56 counties participating in JJCPA had expended approximately \$91.6 million to administer a total of 166 JJCPA programs to 109,925 at-risk youth and young offenders.¹ In addition, the counties contributed more than \$29 million to support JJCPA programs, making the total JJCPA budget almost \$131 million for FY 2008–2009. Statewide, JJCPA participants had statistically slightly lower rates of arrest and incarceration, significantly higher rates of completion of probation, and significantly lower rates of probation violations than comparison-group youth. This was the first year that JJCPA participants had significantly fewer violations than comparison-group youth. At the state level, JJCPA youth had significantly better school attendance, achieved significantly higher grade-point averages, and were significantly less likely to be suspended or expelled from school than comparison-group youth. As in previous years, on the state level in FY 2008–2009, JJCPA participants had slightly higher rates of completion of restitution and of probation violations, but differences between the two groups were not statistically significant (CSA, 2010).

JJCPA in the Context of Los Angeles County Probation Department Programs

JJCPA is one of the major vehicles to provide services to juveniles. JJCPA programs are administered by the Los Angeles County Probation Department (hereafter called the Probation Department or, simply, Probation), whose mission is to promote and enhance public safety, ensure victims’ rights, and facilitate the positive behavior change of adult and juvenile probationers. In FY 2008–2009, the state allocated approximately \$31.5 million to Los Angeles County for JJCPA programs and services.² This represents roughly one-third of juvenile field expenditures, one-quarter of detention expenditures, and more than one-third of camp expenditures, or almost 10 percent of all juvenile expenditures.

JJCPA programs are grounded in social-ecological research. The central tenet of this approach is that behavior is multidetermined through the reciprocal interplay of the youth and his or her social ecology, including the family, peers, school, neighborhood, and other community settings. The primary goal of JJCPA programs is to optimize the probability of decreasing crime-producing risk factors and increasing protective factors, with the capacity to intervene comprehensively at the individual, family, peer, and school levels, and possibly the community level as well. The use of JJCPA and other resources allows the deputy probation officer (DPO) to shape a plan that builds on the strengths of each youth and is uniquely responsive to ser-

¹ Participants are counted each time they enter a program, so a given individual may be counted in more than one program or more than once within the same program.

² Because of California’s fiscal crisis, Los Angeles County actually received only about \$25 million from the state for JJCPA funding. The county contributed the remainder, to bring the total funding to approximately \$31.5 million.

vice needs. In collaboration with school officials, parents, and community partners, JJCPA DPOs are able to coordinate service plans that include various school- and community-based resources.

This coordinated strategy allows JJCPA school-based and other JJCPA DPOs to closely supervise and support youth in the context of the school environment and the community, providing a continuum of care that extends beyond the normal school day and addresses the educational, social, and recreational needs and strengths of the youth. These extended services and programs aim to create a safe environment for youth normally unsupervised during after-school hours, while also allowing the youth the opportunity to interact with prosocial peers and adults. Additional information about these programs is in Table A.1 in Appendix A.

State Requirements and Local Evaluation

As noted, all counties that receive JJCPA funding are required to report annually on their program outcomes to CSA. Each county uses a research design to gather information on program youth, as well as on a comparison group, which is used as a reference for measuring program success.

The most preferable research design is experimental, in which participants are randomly assigned to either a treatment group or a comparison group. This allows the evaluator to make strong statements about “cause and effect.” In real-world settings, however, such a design is often not practical for a variety of reasons, including ethical considerations, program capacity, and treatment groups already selected before the beginning of the evaluation. If an experimental design cannot be used, evaluations are often done using quasi-experimental designs, in which a comparison group is chosen to match the characteristics of the treatment group as closely as possible.

Clearly, the more similar comparison groups are to their program groups, the better for a fair evaluation of the program. In theory, one would want the comparison group to match the treatment group in all ways except for the receipt of treatment (i.e., the comparison group would not receive any). In practice, not all factors may be identified or measured. However, in criminal-justice research, comparison groups are often matched to treatment groups on factors that have been shown to be related to recidivism outcomes generally studied (Cottle, Lee, and Heilbrun, 2001; Goldkamp and Irons-Guynn, 2000):

- demographic factors (e.g., age, gender, and race/ethnicity)
- criminal history factors (degree of involvement in the criminal-justice system)
- severity of instant offense.

The assumption is as follows: The more closely the comparison group matches the treatment group, the more confidently one can assert that differences between the two groups are due to the effects of treatment rather than to differences in characteristics between the two groups. There are several ways to construct comparison groups. Sometimes it is necessary to use an historical comparison group when no contemporaneous group is available. If neither a contemporaneous nor an historical comparison group can be identified, program youth themselves may constitute the comparison group, and their behavior after intervention may be compared with that before intervention; this is a weaker design than one that involves a separate

group. The challenge with all quasi-experimental designs is to rule out alternative explanations for observed program effects.

The Probation Department submitted program evaluation designs to BOC that used quasi-experimental methods. These designs were subsequently approved by BOC. Programs included a group of youth—either routine probationers, probationers in non-JJCPA programs, or at-risk youth receiving Probation services—with characteristics similar to those of program youth where appropriate, and a pre/post measurement design in instances in which no appropriate comparison group could be identified. Generally, outcomes for program participants are measured for a six-month period after starting the program (for community programs) or after release into the community (for camp and juvenile-hall programs). In addition to the big six, the Probation Department, working with BOC (and later with CSA), defined supplemental outcomes specific to each program, which are also reported to CSA annually.

We note that pre/post comparisons, as well as comparisons between program youth and those not accepted into the program but deemed comparable to program youth, are weak designs, and such comparisons should be interpreted with this weakness in mind. In particular, pre/post comparisons for probation-related outcomes, such as successful completion of probation, do not take into account whether the youth was on probation prior to program entry. This potentially tips the scale in favor of better performance on all probation-related outcomes after program entry than prior to program entry. Thus, findings of improved probation-related outcomes in programs using a pre/post design should be viewed with this limitation in mind.

During the first two years of JJCPA, program evaluation designs and comparison groups were ones described in the original application to BOC. During FY 2003–2004 and again in FY 2004–2005, RAND worked with Probation to modify supplemental outcomes in several programs to reflect program goals and to identify more-appropriate comparison groups for the Special Needs Court (SNC), Multisystemic Therapy (MST), and School-Based Probationers (both high school and middle school) (SBHS-PROB and SBMS-PROB, respectively) programs. RAND also assisted Probation in identifying an appropriate initial comparison group for the High-Risk/High-Need (HRHN) program, for which outcomes were reported for the first time in FY 2005–2006. These comparison groups were selected by Probation, matching comparison-group youth to program youth on demographic characteristics—age, gender, and race/ethnicity. RAND was not able to verify the comparability of program and comparison groups on key background factors, with the exception of SBMS-PROB and SBHS-PROB. Data for all outcome measures were collected by Probation, extracted from the on-site database, and sent to RAND for analysis. Additional details of comparison-group construction are in Appendix B.

RAND verified the comparability of comparison groups for SBHS-PROB and SBMS-PROB by matching program youth to comparison-group youth based on age, gender, race/ethnicity, prior arrest record, type of offense for the most recent arrest (violent, property, drug, or other), prior probation supervision, and orders to avoid gang activity. RAND also worked with SNC and MST personnel to identify program “near misses” appropriately similar to program participants to create a comparison group.³ Prior to FY 2008–2009, historical compari-

³ Program near misses for MST typically consisted of youth who otherwise qualified for the program but were not accepted because of language difficulties or lack of Medicare coverage. SNC near misses failed to qualify for inclusion in SNC either because they were close to 18 years old or because their level of mental illness, which would have qualified them for the program in previous years, was not considered severe enough after SNC changed its qualification criteria.

son groups had been used for Mental Health Screening, Treatment, and Assessment (MH), HRHN, and at-risk youths in the middle school–based and high school–based programs (SBMS-AR and SBHS-AR, respectively). Following a suggestion from CSA, in FY 2008–2009, these were replaced as comparison groups by participants in each program, respectively, from the previous fiscal year, with the goal that the current year’s participants would perform at least as well as those of the previous year. The remaining JJCPA programs (Abolish Chronic Truancy [ACT], Youth Substance Abuse Intervention [YSA], Young Women at Risk [YWAR], Gender-Specific Community [GSCOMM], After-School Enrichment and Supervision [PARKS], Housing-Based Day Supervision [HB], and Inside-Out Writers [IOW]) used a pre/post design.

We have applied standard statistical techniques (chi-square tests and difference-of-means tests) to assess whether the differences in outcomes between JJCPA youth and comparison-group youth are statistically significant, i.e., whether we can assert with a reasonable degree of certainty that the difference in outcomes between the two groups did not occur by chance but results from real differences between group outcomes. Following customary social-science research practice, we report statistical significance when the computed probability is less than 5 percent that the observed differences could have occurred by chance ($p < 0.05$). We note, however, that statistical significance is substantially affected by sample size. With small samples (e.g., 50 youth in each group), a relatively large difference between the two groups will be necessary to produce statistical significance. With larger samples, a relatively small difference between the two groups may be statistically significant.

Some discussion of the big six is in order. CSA does not rank the relative importance of these measures, nor is there any universally accepted relative importance of these measures of recidivism. For its planning purposes, Los Angeles County has ranked these in order, from most important to least important, in the view of Probation Department standards: successful completion of probation, arrests, probation violations, incarcerations, successful completion of restitution, and successful completion of community service. See Appendix C for an explanation of this rank ordering.

An ideal outcome would be for no program youth to be arrested, incarcerated, or in violation of probation and for all to complete probation and (if applicable) community service and restitution. However, since, for most JJCPA programs, the big six outcomes are measured only for six months after entry into the program⁴ and because most youths’ terms of probation last 12 to 18 months, in practice, a 100-percent completion-of-probation rate is not a realistic expectation. For all the big six measures, the most important metric is whether program youth performed significantly better than comparison-group youth, not the absolute value of any given outcome.

We would also note that, because program youth are more closely supervised than youth on routine probation, it would not be surprising to find that they have more probation violations than comparison-group youth. Even if program youth and comparison-group youth committed the same number of violations, the additional supervision of program youth would likely lead to more of these violations being discovered and recorded. Thus, a higher rate of violations for program youth may be due more to their supervision level than to actual misbehavior.

⁴ For programs based in juvenile camps, the big six outcomes are measured for the six months after the youth returns to the community, rather than from program start.

Some readers may also be interested in what percentage of youth improved their performance, did worse, or stayed the same in each outcome measure after entering the program. Such analyses potentially mask the overall trends, are applicable only to pre/post research designs, and might hide the magnitude of changes. Therefore, we have not included these outcomes in this report.

Outcomes required by CSA focus on *programs*. Many of the JJCPA programs contract with community-based organizations (CBOs). CBOs provide specified services for the JJCPA programs (see Appendix D). CBOs are thus integral components of the programs, as are other county agency staff from Mental Health, Probation, the courts, and law enforcement. This report focuses not on the performance of individual CBOs or individual county agencies in providing services to JJCPA programs but on the impact of the *programs as a whole* on youth outcomes. A strong study of the impact of different CBOs on youth outcomes would require adequate numbers of youth in the different programs, a better understanding of their background characteristics, and the nature of the services provided to the youth by the CBO; these are not available with the current research design.

The Probation Department contracted with RAND to assist in the data analysis to determine program success. RAND also provided technical assistance, research expertise, and the generation of scheduled and ad hoc reports as required by the Probation Department and CSA.

Overview of Changes and Enhancements

Since the start of JJCPA, there have been a multitude of strategic and program changes. Initially, there were 16 JJCPA programs in Los Angeles County. However, through a process of program evaluation; stakeholder, family, and youth feedback; contract monitoring review; input from offices of the board of supervisors; and lessons learned, JJCPA has been scaled down to 11 programs, some of which have more than one component subprogram. The major changes in JJCPA that began in FY 2004–2005 and continued through FY 2008–2009 center on

- training Probation and CBO staff in evidence-based practices, principles of effective correctional interventions, and case-management interventions that strengthen interagency collaboration and result in comprehensive services for youth and families
- developing a standardized approach to service delivery to reduce variability
- strengthening program linkages and service integration
 - leveraging existing resources with JJCPA programs
 - restructuring JJCPA and the Probation Department’s Camp Community Transition and Intensive Gang Supervision programs to align the services with the latest research, ground these programs in “best practices,” and improve program outcomes
 - enhancing program monitoring and program effectiveness.

Training Enhancements

Consistent with the implementation of evidence-based programs and the need to strengthen the capacity of JJCPA community service providers, the Probation Department continued training enhancements, begun in FY 2004–2005, when it initiated several training sessions for Probation staff and community-based partners. The focus of this training was to strengthen

service delivery through increased collaboration and case-management interventions. The purpose of the training was to identify practical steps to ensure collaborative case management and team-building efforts, reduce variability, and improve outcomes for youth and families. The training sessions included the following:

- *Los Angeles Risk and Resiliency Checkup (LARRC) training.* LARRC is the Probation Department's research-based assessment instrument that measures risk and protective factors and is used by DPOs and CBOs to guide case-management decisions, case planning, and service referrals.
- *strength-based/family-focused case-management skill training.* Therapists and staff from MST, Functional Family Therapy (FFT), and the Department of Mental Health (DMH) trained DPOs on development of strength-based case-management tools (engagement, motivation, balancing alliances, matching modeling, validation, reframing, and installation of hope) for DPOs and CBOs.
- *Parent Project Certified Training.* Parallel to the implementation of the Probation Department's Juvenile Plan, CBOs received training in parental interventions designed to improve and support parental effectiveness, family cohesion, parental monitoring, and communication. The Juvenile Plan represents the department's movement away from a single-factor approach to a multimodal, systemic approach that focuses on the social systems in the youth that are embedded (i.e., family, peer, school, neighborhood). Program interventions empower, support, and stress that parents
 - track and reinforce positive behaviors with social attention and other reinforcers
 - track negative behavior
 - set clear limits and consistently enforce those limits with nonphysical consequences
 - monitor school performance, peer relations, and youth whereabouts
 - decrease exposure to crime-producing activities and behaviors
- *Social Learning Model (SLM) training.* Parallel to the restructuring of the Gang Intervention and Intensive Transition programs, the Probation Department implemented a social learning curriculum (SLC) for youth and parents in the HRHN program. The SLM draws from and integrates the principles and practices of several evidence-based programs:
 - aggression-replacement therapy (ART)
 - dialectical behavior therapy (DBT)
 - FFT
 - motivational enhancement therapy (MET)
 - MST
 - relapse prevention (RP).

The SLM is designed as a set of enhancements for the HRHN program. The model provides a standardized approach to service delivery and is designed to positively affect thinking patterns, cognitions, social skills, violence prevention, and youth and family engagement, all within the context of cultural competency. HRHN DPOs and CBOs were trained extensively on delivery of lessons and interventions. Quality-assurance monitoring has been put in place to ensure fidelity in program implementation.

Program Enhancements

In response to program and contract monitoring reviews, family and participant needs, and stakeholders' feedback, the following JJCPA enhancements were implemented, beginning in FY 2004–2005 and continuing through FY 2008–2009:

- *restructuring of the Gang Intervention and Intensive Transition and gender-specific programs into the HRHN program.* After review of programs and program results, as well as feedback from program staff, stakeholders, and collaborative partners, these programs were restructured to achieve (1) improved program outcomes, (2) improved service delivery, and (3) more-effective program interventions. All of these programs now employ an SLC, drawing from several evidence-based and Blueprint program models; provide home- or community-based service delivery; and better integrate CBO collaborative partners.
- *implementation of family-based interventions.* Consistent with MST and FFT, JJCPA programs now employ family-focused rather than youth-focused interventions. Family-focused interventions in JJCPA programs target family relations, communication, and parental monitoring; family protective and resiliency factors; parent-empowerment strategies; and family dynamics. Training by therapists and staff from MST and FFT has aided in the implementation of these interventions.
- *parental-skill training.* The JJCPA program now places great emphasis on parental-skill training designed to empower parents to
 - become their children's primary prevention agents
 - become partners in the educational process
 - track and reinforce positive behaviors with social attention and other reinforcements
 - track negative behavior
 - set clear limits and consistently enforce those limits with nonphysical consequences
 - monitor peer relations
 - monitor the probationer's whereabouts
 - decrease the probationer's exposure to crime-producing activities
- *School Safety Collaboratives/Safe Passages program.* In collaboration with school officials and law-enforcement partners, a Safe Passages program for youth traveling to and from school in high-crime areas was implemented as part of the school-based programs. The safety collaborative planning groups solicited and engaged parents, students, neighborhood block club members, faith-based organizations, community-based providers, and other governmental agencies to address issues youth faced on a daily basis (e.g., gang membership recruitment, acts of violence, sexual and physical battery, extortion, and drug sales) that negatively affect school attendance and academic performance.
- *increased emphasis on skill-building training and activities for JJCPA youth.* JJCPA programs have been greatly modified through the SLC to provide
 - anticriminal modeling
 - social-skill development
 - ART skills
 - problem-solving skills
 - RP skill training.

In addition to these changes, the JJCPA program operating community treatment facilities (CTFs) was discontinued in FY 2005–2006.

Changes in Comparison Groups

As noted, prior to FY 2007–2008, historical comparison groups had been used for SBMS-AR, SBHS-AR, MH, and HRHN. The comparison groups for MH, SBMS-AR, and SBHS-AR dated to 2000, while the HRHN comparison group came from 2003. By FY 2007–2008, there was simply too much elapsed time to consider these historical groups comparable to the current JJCPA participants, so it was decided to compare the current year's participants to those in the same program the previous year.⁵ The goal of this comparison was that this year's participants do at least as well as the previous year's participants in JJCPA-measured outcomes. Beginning in FY 2008–2009, a similar approach was adopted for YSA, GSCOMM, and IOW, with the previous year's cohort serving as the comparison group for the current program participants.

The remainder of this report focuses specifically on JJCPA programs in Los Angeles County in FY 2008–2009. Chapter Two details JJCPA programs and presents brief summaries of each program, its evidence-based program underpinnings, and outcome measures reported to CSA for FY 2008–2009. Chapter Three compares, for each JJCPA program and initiative, mean juvenile-justice costs in the six months before beginning the program to similar costs in the six months after beginning the program. Summary and conclusions of the evaluation of JJCPA in FY 2008–2009 are presented in Chapter Four.

⁵ RAND staff were consulted about these changes in comparison groups, but, ultimately, the decision to change comparison groups was made by Probation and CSA. The goal of doing at least as well as last year's cohort was proposed by CSA and agreed to by Probation.

Current JJCPA Programs and FY 2008–2009 Outcome Measures

In this chapter, we report outcome measures for each JJCPA program in Los Angeles County in FY 2008–2009, including the big six outcome measures mandated by CSA, as well as supplemental outcome measures specific to individual JJCPA programs.

Youth Involved in JJCPA Programs in FY 2008–2009

As we noted in Chapter One, legislation specified that JJCPA programs target at-risk juveniles, juvenile offenders, and their families (AB 1913, 2000). Although CSA does not require details about the characteristics of JJCPA participants, many are fairly high risk, since the program specifically targets youth who live or attend school in 85 high-risk areas of Los Angeles County. The Probation Department defines a youth as at risk if he or she shows two or more problems in the following areas: family dysfunction (problems of monitoring or high conflict between youth and parent), school problems (truancy, misbehavior, or poor academic performance), and delinquent behavior (gang involvement, substance abuse, or involvement in fights). Overall, in FY 2008–2009, 39,458 youth received JJCPA services. Of these, 17,089 (43.3 percent) were at risk and 22,369 (56.7 percent) were on probation. Youth in one or more JJCPA programs receive services, often provided under contract by CBOs, as well as supervision by a probation officer.

Los Angeles County JJCPA programs are organized into three initiatives—Enhanced Mental Health Services, Enhanced Services to High-Risk/High-Need Youth, and Enhanced School- and Community-Based Services. Table 2.1 lists the JJCPA programs in each initiative in FY 2008–2009 and the number of participants who received services in each program. Table 2.2 shows the number of youth in each program for whom big six outcomes were reported, the comparison group used for the program, and the number of youth in the comparison group.¹

As Table 2.2 shows, there is a great deal of variation in the sizes of JJCPA programs in Los Angeles County and in the sizes of their respective comparison groups. This means that statistical power will be low for some programs, i.e., those with relatively few participants and small comparison groups.

¹ The near misses used in comparison groups for MST and SNC were youths with similar characteristics to program youths but who were not accepted into the program, usually because of language barriers or lack of Medicare coverage.

Table 2.1
Programs in the Three JJCPA FY 2008–2009 Initiatives and Number of Youth Who Received Services

| Initiative and Programs | Abbreviation | Participants |
|---|----------------------------|---------------|
| I. Enhanced Mental Health Services | | |
| Mental Health Screening, Treatment, and Assessment | MH | 10,925 |
| Multisystemic Therapy | MST | 147 |
| II. Enhanced Services to High-Risk/High-Need Youth | | |
| Special Needs Court | SNC | 61 |
| Youth Substance Abuse Intervention | YSA | 422 |
| Gender-Specific Community (including Young Women at Risk) | GSCOMM (including YWAR) | 1,033 |
| High-Risk/High-Need | HRHN | 1,566 |
| III. Enhanced School- and Community-Based Services | | |
| School-Based High-School and Middle-School Probation Supervision for Probationers and At-Risk Youth | SBHS-PROB | 5,820 |
| | SBMS-PROB | 293 |
| | SBHS-AR | 984 |
| | SBMS-AR | 1,188 |
| Abolish Chronic Truancy | ACT | 12,990 |
| After-School Enrichment and Supervision | PARKS | 987 |
| Housing-Based Day Supervision | HB | 202 |
| Inside-Out Writers | IOW | 2,840 |
| Total | | 39,458 |

NOTE: The number of participants in a given program is determined by who received services during the fiscal year, which goes from July 1, 2008, through June 30, 2009. To allow a six-month eligibility period for recidivism, however, the number for which outcomes are reported uses a reference period of January 1, 2008, through December 31, 2008. The people whose outcomes can be reported during the fiscal year have to enter the program in time to have six months before the end of the fiscal year, so the number of participants will not match the number for whom outcomes are reported.

^a The number of participants is based on the number screened for potential mental problems, which is everyone who enters a juvenile hall. But outcomes are reported only for those who actually receive services, which is typically 20–30 percent of those screened.

Programs and Outcomes in Initiative I: Enhanced Mental Health Services

Before JJCPA, the Probation Department processed juvenile referrals in a manner similar to most probation departments in California, offering only crisis-intervention services. There was no dedicated court to address youth with severe mental-health issues; few, if any, placement options for crossover populations; and no cost-effective family-based community treatment service. These problems were addressed in FY 2008–2009 by two programs within the mental-health service initiative: MH and MST.

Youth in the Enhanced Mental Health Services initiative were evaluated based on comparison with an appropriate group for each program. Detailed statistics for FY 2008–2009

Table 2.2
Programs in the Three JJCPA FY 2008–2009 Initiatives and Number of Participants for Whom Outcomes Were Reported

| Initiative and Programs | Participants | Comparison Group | Comparison-Group Members |
|---|--------------|-----------------------------------|--------------------------|
| I. Enhanced Mental Health Services | | | |
| MH | 2,325 | FY 2007–2008 MH participants | 2,060 |
| MST | 99 | MST-identified near misses | 66 |
| II. Enhanced Services to High-Risk/High-Need Youth | | | |
| SNC | 36 | SNC-identified near misses | 66 |
| YSA | 227 | FY 2007–2008 YSA participants | 227 |
| GSCOMM | 934 | FY 2007–2008 GSCOMM participants | 1,075 |
| HRHN | 1,723 | FY 2007–2008 HRHN participants | 1,269 |
| III. Enhanced School- and Community-Based Services | | | |
| SBHS-PROB | 3,402 | Routine probationers | 1,741 |
| SBMS-PROB | 188 | Routine probationers | 169 |
| SBHS-AR | 494 | FY 2007–2008 SBHS-AR participants | 576 |
| SBMS-AR | 766 | FY 2007–2008 SBMS-AR participants | 738 |
| ACT | 7,838 | Pre/post comparison | |
| PARKS | 883 | Pre/post comparison | |
| HB | 121 | Pre/post comparison | |
| IOW | 1,502 | FY 2007–2008 IOW participants | 876 |

NOTE: “Near misses” for MST and SNC were limited to those with characteristics comparable to those of program participants. Routine probationers used as comparison groups for SBHS-PROB and SBMS-PROB were statistically matched to program participants. Outcomes for MH were reported only for youth who received treatment.

outcomes are given in Appendix E, along with a description of the comparison group for each of the three programs. A total of 11,072 youth received services in the programs of the Enhanced Mental Health Services initiative in FY 2008–2009. Table 2.3 lists the programs that constitute the Enhanced Mental Health Services initiative, along with a description of the comparison group for each program.

We next briefly describe each program in the Enhanced Mental Health Services initiative, along with the reported outcomes for FY 2008–2009. Except where specifically noted, all of the outcome differences listed were statistically significant ($p < 0.05$), meaning that JJCPA youth outcomes were significantly different from those of comparison youth.² Sample sizes indicated are for the entire program and comparison groups. Because probation outcomes are not applicable to at-risk youth and because only a subset of probationers are assigned restitution

² The chi-square test used to measure statistical significance for this evaluation requires that each cell of a 2×2 table contain at least five observations. Some programs (e.g., very small programs or those with very low arrest rates) did not meet this requirement, so testing for statistical significance was not appropriate in these cases. In such instances, we report differences as “not statistically testable.”

Table 2.3
JJCPA Programs in the Enhanced Mental Health Services Initiative

| Program | Comparison Group |
|---------|--|
| MH | Participants in the program during the previous year who received mental-health treatment |
| MST | Youth near misses for MST in the past two years but who were identified as similar to MST participants |

or community service, probation outcomes are based on a subset of the entire group. Sample sizes for supplemental outcomes may be considerably smaller because, for instance, school data were not available or strength and risk evaluation was not done on all program youth. For details on the sample size of each outcome measure, see Appendix E.

Mental Health Screening, Assessment, and Treatment

The MH program is designed to provide screening, assessment, and treatment services for newly detained youth entering juvenile hall. DMH provides staff to perform the screening, assessment, and intervention functions. Based on the initial screening, youth who require a more thorough review are referred for a more comprehensive assessment.

In addition to providing screening, assessment, and treatment services for newly detained youth entering juvenile hall, MH is designed to provide a therapeutic environment with intensive mental-health and other ancillary services for juvenile-hall minors.

On entry into juvenile hall, detained minors are screened by professional staff from DMH. The staff employs the Massachusetts Youth Screening Instrument (MAYSI) and a structured interview. The MAYSI screens the following factors:

- suicide attempts and self-injury
- prior mental-health history
- prior psychiatric hospitalization
- prior use of prescribed psychotropic medications
- evidence of learning disabilities
- evidence of substance abuse.

After the initial screening, youth who show elevation in the screening areas are referred for assessment. If the assessment indicates that further attention is merited, a treatment plan is developed by DMH professional staff (Grisso and Barnum, 2006).

Evidence Base for Program. This program shares many components with the successful Linkages Project in Ohio (Cocozza and Skowrya, 2000). In that project, the Ohio county of Lorain created the Project for Adolescent Intervention and Rehabilitation (PAIR), which targeted youth placed on probation for the first time for any offense. Youth are screened and assessed for mental health and substance-abuse disorders, and individual treatment plans are developed. Youth are then supervised by probation officers and case managers in conjunction with treatment providers. An evaluation of the PAIR program found that it provides an important service and coordinating function for youth, the courts, and the service systems involved (Cocozza and Skowrya, 2000).

The National Mental Health Association (now called Mental Health America, or MHA) calls for effective treatment programs for juvenile offenders. MHA recommends an integrated, multimodality treatment approach as an essential requirement because of the high incidence of

co-occurring disorders among the youth. Integrated systems involve collaboration that crosses a number of public agencies, including juvenile justice and mental health, to develop a coordinated plan of treatment that is family centered and community based and builds on the strengths of the family unit and the youth (National Mental Health Association, 2004).

Comparison Group and Reference Period. Although everyone who enters a juvenile hall is tested, only a subset—typically 20–25 percent—require mental-health treatment. In FY 2007–2008, we were able, for the first time, to identify individuals who received treatment. Since there is actually no JJCPA intervention for those who do not receive treatment, we report outcomes for only those treated, for both FY 2008–2009 participants and the comparison group, which consists of all MH participants in the previous year (FY 2007–2008) who received mental health treatment.

For both MH youth and the comparison group, big six outcomes are measured during the six months following release from juvenile hall. It should be noted that the length of stay in the hall may differ widely among probationers, so, for those with short stays, outcomes are measured fairly soon after entry into juvenile hall. For others, outcomes may reflect behaviors considerably later than their date of admission.

The supplemental outcome for the MH program is based on mean scores on the Brief Symptom Inventory (BSI). The BSI, developed by Leonard R. Derogatis (Derogatis and Melisaratos, 1983), is designed to reflect the psychological distress and symptom patterns of psychiatric and medical patients, as well as community samples. BSI scores for MH participants were measured at program entry and at three weeks following program entry or on release from juvenile hall, whichever came first.

Outcomes. For outcome analyses, we examined 2,325 youth in the MH program who received mental health treatment in FY 2008–2009 and 2,060 comparison-group youth who received mental-health treatment in FY 2007–2008. Comparison-group youth showed significantly lower rates of arrest (41.41 percent versus 44.82 percent) and probation violation (20.92 percent versus 24.52 percent), as well as significantly higher rates of successful completion of probation (7.66 percent versus 4.22 percent) and of community service (6.80 percent versus 3.60 percent). Differences in incarceration rates and rates of completion of restitution were not statistically significant.³ Mean BSI scores were significantly lower (49.07) three weeks following program entry or at release from juvenile hall than the mean at program entry (53.22). Outcomes are shown in Figure 2.1, with complete details in Table E.1 in Appendix E.

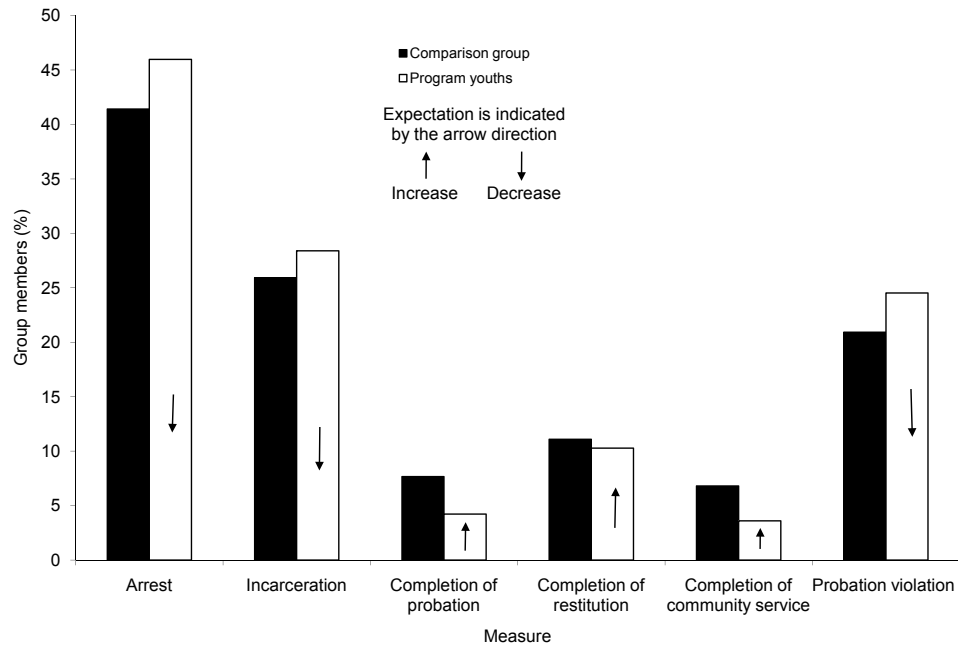
Data on cluster⁴ and gender were not available for MH participants for FY 2008–2009.

³ To control for comparisons over time and youth differences between the two years, we also performed a difference-in-differences test, comparing the pre/post differences in outcomes in FY 2008–2009 to those in FY 2007–2008. We found significant differences for arrests (odds ratio 0.675, 95-percent confidence interval 0.569–0.801) and for violations (odds ratio 0.565, 95-percent confidence interval 0.379–0.843), indicating that, although the FY 2008–2009 measures are less favorable than the prior year, the improvement between baseline and follow-up was significantly greater in FY 2008–2009. For example, 52.77 percent of youth in the baseline for FY 2007–2008 had been arrested, but 41.41 percent in the follow-up. This was contrasted with 66.58 percent of baseline for FY 2008–2009 and 45.98 percent at follow-up.

These differences may be attributable to three possible causes, discussed elsewhere in this report: (1) inconsistent between-year data due to the adoption of a new data system in FY 2008–2009, (2) inconsistent service delivery due to the state's budget problems, and (3) lack of evidence to link participants' measured mental-health needs to the amount and type of services received.

⁴ *Cluster* is the term used by Probation to refer to a geographical area very closely aligned to a given Los Angeles County supervisory district.

Figure 2.1
Mental Health Screening, Assessment, and Treatment Outcomes, FY 2008–2009



Multisystemic Therapy

MST is an intensive family- and community-based treatment that addresses the multiple determinants of serious antisocial behavior in juvenile offenders. The multisystemic approach views individuals as being embedded within a complex network of interconnected systems that encompass individual, family, and extrafamilial (peer, school, and neighborhood) factors. Intervention may be necessary in any one or a combination of these systems. Participants in the JJCPA MST program are routine probationers accepted by MST.

The major goal of MST is to empower parents with the skills and resources needed to independently address the difficulties that arise in raising teenagers and to empower youth to cope with family, peer, school, and neighborhood problems.

MST addresses multiple factors known to be related to delinquency across the key settings, or systems, within which youth are embedded. MST strives to promote behavior change in the youth's natural environment, using the strengths of each system (e.g., family, peers, school, neighborhood, and indigenous support network) to facilitate change. Within a context of support and skill building, the therapist places developmentally appropriate demands on the adolescent and family for responsible behavior. Intervention strategies are integrated into a social-ecological context and include strategic family therapy, structural family therapy, behavioral parent training, and cognitive behavior therapies.

MST is provided using a home-based model of service delivery. This model helps to overcome barriers to service access, increases family retention in treatment, allows for the provision of intensive services (i.e., therapists have low caseloads), and enhances the maintenance of treatment gains. MST treatment usually involves approximately 60 hours of contact over four months, but frequency and duration of sessions are determined by family need.

Evidence Base for Program. Consistent with social-ecological models of behavior and findings from causal modeling studies of delinquency and drug use, MST posits that youth

antisocial behavior is determined by multiple causes and is linked with characteristics of the individual youth and his or her family, peer group, school, and community contexts (Henggeler et al., 1998). As such, MST interventions aim to attenuate risk factors by building youth and family strengths (protective factors) on a highly individualized and comprehensive basis. MST therapists are available 24 hours a day, seven days a week, and provide services in the home at times convenient to the family. This approach attempts to circumvent barriers to service access often encountered by families of serious juvenile offenders. An emphasis on parental empowerment to modify their children's natural social network is intended to facilitate the maintenance and generalization of treatment gains (Henggeler et al., 1998).

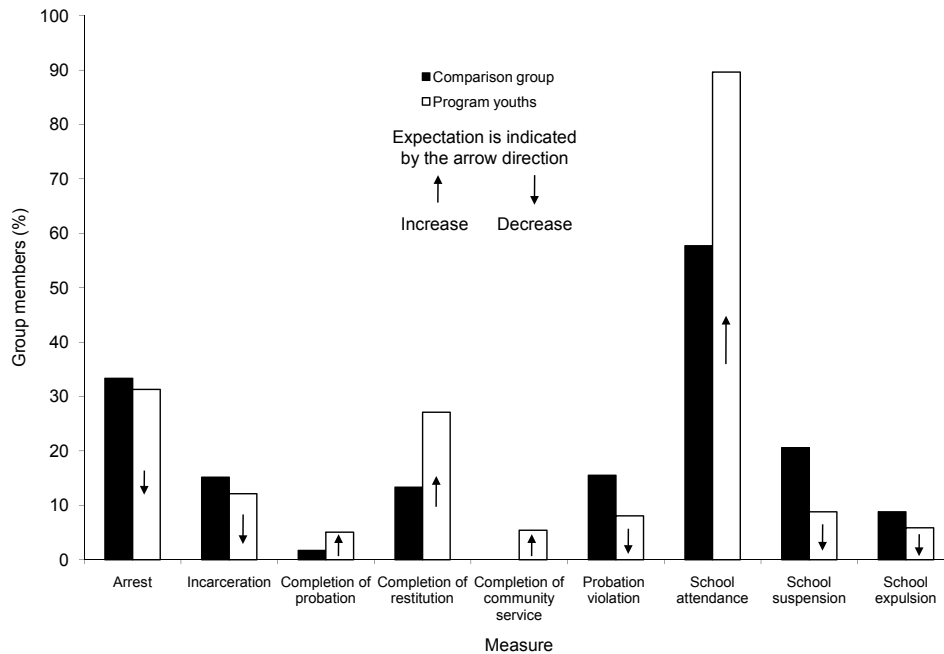
We would note that a meta-analysis of MST studies has indicated that the program's benefit is modest or nonsignificant when one excludes the demonstration programs developed and evaluated by Henggeler and his colleagues (Littell, Popa, and Forsythe, 2005).

Comparison Group and Reference Period. The comparison group for MST consists of near misses for MST from FY 2007–2008 and FY 2008–2009 who were identified as similar to MST participants. These youth were not accepted for MST usually because of language barriers (i.e., they did not speak either English or Spanish) or a lack of Medicare coverage. A few comparison-group youth were also denied admission to MST because of a lack of space. Youth to be included in the comparison group were agreed on by MST staff, Probation Department staff, and RAND staff. For the comparison group, we have no data on race/ethnicity, and age is unknown for almost one-fourth (22.7 percent) of the group. Almost three-fourths (70.7 percent) of MST program youth were Hispanic. The two groups had nearly identical gender distributions, with males making up 77.8 percent of the MST youth and 78.8 percent of the comparison group. Mean age was 15.3 for MST youth and 15.4 for comparison-group youth.

Big six outcomes were measured during the six months following program entry for MST participants. For comparison-group youth, big six outcomes were measured during the six months following date of nonacceptance into the MST program. Supplemental outcome measures for MST participants—school attendance, suspensions, and expulsions—were measured during the school term before program entry and the term following program entry.

Outcomes. Outcome analyses examined 99 MST youth and 66 comparison-group youth. MST youth had lower arrest rates (31.3 percent versus 33.3 percent), incarceration rates (12.1 percent versus 15.2 percent), and probation-violation rates (8.8 percent versus 15.5 percent) than the comparison-group youth, but the differences were not statistically significant. MST youth also had higher rates of successful completion of restitution (27.1 percent versus 13.1 percent), but, again, the differences were not statistically significant. Successful completion of probation and successful completion of community service were not statistically testable because only one individual in the comparison group completed probation and none completed community service. School attendance data were available for 40 of the 99 MST youth. Attendance was significantly higher in the first academic period following entry into the program than in the academic period prior to program entry (89.6 percent versus 57.7 percent). Data on suspension and expulsion were available for 34 MST participants. Suspensions and expulsions were lower in the first academic period following entry into the program than in the academic period prior to program entry, but there were too few suspensions or expulsions to allow for statistical testing. Outcomes are shown in Figure 2.2, with complete details in Table E.2 in Appendix E. Outcomes by gender are in Table F.1 in Appendix F. Data on cluster were not available for MST participants in FY 2008–2009.

Figure 2.2
Multisystemic Therapy Outcomes, FY 2008–2009



Summary of Outcomes for the Enhanced Mental Health Services Initiative

Because youth in the MH program represent almost 96 percent of all youth in the Enhanced Mental Health Services initiative, the results for the initiative as a whole will necessarily be virtually identical to those for the MH program. JJCPA youth in the Enhanced Mental Health Services initiative had significantly higher arrest, probation-violation, probation-completion, and community service–completion rates than comparison-group youth. The two groups were not significantly different in rates of incarceration or completion of restitution. Supplemental outcomes for both MH and MST that qualified for statistical testing were significantly improved in the six months after program entry compared with the six months before entering the program.

Budget problems at the state level have resulted in cuts to many service programs in the state in FY 2008–2009, including DMH. As a result, it is possible that MH participants in FY 2008–2009 may have received less treatment, or treatment of a lower quality, than the cohort from the previous year. Unfortunately, we have no data that would allow us to compare treatment amount or quality between the two years.

Programs and Outcomes in Initiative II: Enhanced Services to High-Risk/High-Need Youth

The High-Risk/High-Need initiative targets program youth at the highest risk of reoffending, as well as those with the highest need for services. Programs and services in this initiative

include SNC, YSA, GSCOMM,⁵ and the HRHN program. Table 2.4 lists the programs in this initiative and briefly summarizes the comparison group for each program.

Many of the participants in this initiative are gang involved, drug and alcohol users, and low academic performers; have mental-health issues and multiple risk and need factors across multiple domains; and pose a high risk for committing new crimes. Therefore, consistent with juvenile-justice research, the initiative

- targets higher-risk offenders
- targets criminogenic risk and need factors
- considers responsivity factors
- employs social learning approaches.

In this initiative, SNC youth were evaluated using a comparison group of near misses who were not accepted into the SNC program. The other three programs in this initiative—YSA, GSCOMM, and HRHN—were evaluated by comparing their outcome measures to those reported for participants in the same program in FY 2007–2008.

A total of 3,307 youth (97 in SNC, 275 in YSA, 1,144 in GSCOMM, and 1,791 in HRHN) received services in FY 2008–2009 within the Enhanced Services to High-Risk/High-Need Youth initiative.

Special Needs Court

The JJCPA SNC program includes all youth accepted into the Juvenile Mental Health Court, a full-time court that has been specifically designated and staffed to supervise juvenile offenders who suffer from serious mental illness, organic brain impairment, or developmental disabilities. The Juvenile Mental Health Court processes its cases under the guidelines of other delinquent cases. The court ensures that each participant minor receives the proper mental-health treatment both in custody and in the community. The program's goal is to reduce the re-arrest rate for juvenile offenders who are diagnosed with mental-health problems and increase the number of juveniles who receive appropriate mental-health treatment.

This program initiates a comprehensive, judicially monitored program of individualized mental-health treatment and rehabilitation services for juvenile offenders who suffer from diagnosed axis I mental illness (serious mental illnesses), organic brain impairment, or developmental disabilities. Probationers referred to this program are provided with

Table 2.4
Programs in the Enhanced Services to High-Risk/High-Need Youth Initiative

| Program | Comparison Group |
|---------|---|
| SNC | Youth eligible for SNC who could not participate because the program was at capacity, or youth who were near misses for eligibility |
| YSA | Program participants from the previous year |
| GSCOMM | Program participants from the previous year |
| HRHN | Program participants from the previous year |

⁵ Gender-specific community programs include the YWAR program.

- a referral process initiated through the Probation Department and the court
- comprehensive mental-health screening and evaluation by a multidisciplinary team
- an individualized mental-health treatment plan
- court- and Probation-monitored case-management processes.

Evidence Base for Program. In April 2000, the U.S. Department of Justice (DOJ) reviewed four recently developed adult mental-health courts in Fort Lauderdale, Florida; Seattle, Washington; San Bernardino, California; and Anchorage, Alaska. Although these specialty courts were relatively new, the evaluation results were limited but promising (Goldkamp and Irons-Guynn, 2000).

DOJ also specifically referenced the success of drug courts as a comparable special needs–type court. Drug courts have played an influential role in the recent emergence of mental-health courts resulting from “problem-solving” initiatives that seek to address the problems (“root causes”) that contribute to criminal involvement of persons in the criminal-justice population. The judicial problem-solving methodology originating in drug courts has been adapted to address the mentally ill and disabled in the criminal-justice population. Since mental-health courts have not been in operation very long, evidence for their potential success can best be extrapolated from the benefits produced by drug courts.

A 1997 DOJ survey reported that drug courts had made great strides in the past ten years in helping drug-abusing offenders to stop using drugs and lead productive lives. Recidivism rates for drug participants and graduates range from 2 percent to 20 percent (Goldkamp and Irons-Guynn, 2000). A National Institute of Justice evaluation of the nation’s first drug court in Miami showed a 33-percent reduction in re-arrests for drug-court graduates compared with other similarly situated offenders. The evaluation also determined that 50–65 percent of drug-court graduates stopped using drugs (NIJ, 1995). According to DOJ, “[t]he drug court innovation set the stage for other special court approaches, including mental health courts, by providing a model for active judicial problem solving in dealing with special populations in the criminal caseload” (Goldkamp and Irons-Guynn, 2000).

Although initially founded to treat adults, the drug-court model quickly expanded to include juvenile drug courts. Between 1995 and 2001, more than 140 juvenile drug courts were established (BJA, 2003). These juvenile courts actually had a significant advantage over adult courts, because therapeutic intervention had always been a model for juvenile justice. The juvenile drug court model was soon generalized to address concerns other than drug use. The goals of juvenile courts are to do the following:

- Provide immediate intervention, treatment, and structure in the lives of juveniles through ongoing, active oversight and monitoring.
- Improve juveniles’ level of functioning in their environment, address problems, and develop and strengthen the ability to lead crime-free lives.
- Provide juveniles with skills that will aid them in leading productive, crime-free lives—including skills that relate to their educational development, sense of self-worth, and capacity to develop positive relationships in the community.
- Strengthen families of youth by improving their capability to provide structure and guidance to their children.
- Promote accountability of both juvenile offenders and those who provide services to them (BJA, 2003).

The SNC program incorporates several major design elements of existing drug and mental-health courts across the country, including a multidisciplinary team approach involving mental-health professionals and the juvenile court, employing intensive and comprehensive supervision and case-management services, and placing the judge at the center of the treatment and supervision process, to provide the therapeutic direction and overall accountability for the treatment process.

Comparison Group and Reference Period. Comparison-group youth for SNC were near misses for SNC eligibility during FY 2008–2009, primarily because they were not deemed sufficiently “serious.” SNC and comparison-group youth showed similar demographic distributions, as indicated in Table 2.5. In theory, this group would constitute an adequate comparison group, providing that guidelines for inclusion and exclusion in the SNC program were followed. However, at a presentation at the Los Angeles County Juvenile Justice Coordinating Council (JJCC) meeting in March 2007, we learned that, although SNC is not supposed to include minors declared incompetent or those with violent offenses, the judge can waive these exceptions and often does so. As a result, it was reported that, of the 50 then-active SNC participants, 13 had been declared incompetent and nine others had been arrested for a violent offense. Thus, we are comparing SNC youth who had more-severe problems than program guidelines dictate to youth whose problems were deemed not severe enough to qualify for the program, casting significant doubt on the comparability of the two groups.⁶

For SNC participants, big six outcomes were measured during the six months following program entry. For the comparison group, big six outcomes were measured in the six months following date of nonacceptance into the SNC program. The supplemental outcome for SNC participants was mean scores on the Global Assessment of Functioning (GAF) scale. GAF scores are based on *Diagnostic and Statistical Manual of Mental Disorders: DSM-IV* (DSM-IV) “V codes” (those that begin with *V* and denote relational problems), which address subclinical problems in functioning (APA, 1994). GAF scores were measured at program entry and at six months following program entry.

Outcomes. Outcome analyses compared 36 SNC youth with 66 comparison-group youth. GAF scores increased significantly, from 45.0 to 56.3 for program youth in the six months after entering the program.⁷

SNC youth were not significantly different from comparison-group youth in any of the big six outcomes. Except for arrests, for which SNC rates were lower than comparison-group rates, and completion of restitution, for which SNC rates were higher, program participants performed less well on each of the big six outcomes than comparison-group youth did. All of the differences between the two groups on big six outcomes were either not statistically significant or not statistically testable due to small sample sizes.

For outcomes, see Figure 2.3, with complete details given in Table E.3 in Appendix E. Outcomes by gender are in Table F.2 in Appendix F. Cluster data were not available for SNC participants in FY 2008–2009.

⁶ Despite questionable comparability between program participants and comparison-group youths, CSA nonetheless requires us to report findings for each group. Similarly, we assume that the audience for this report expects outcomes to be reported for all programs.

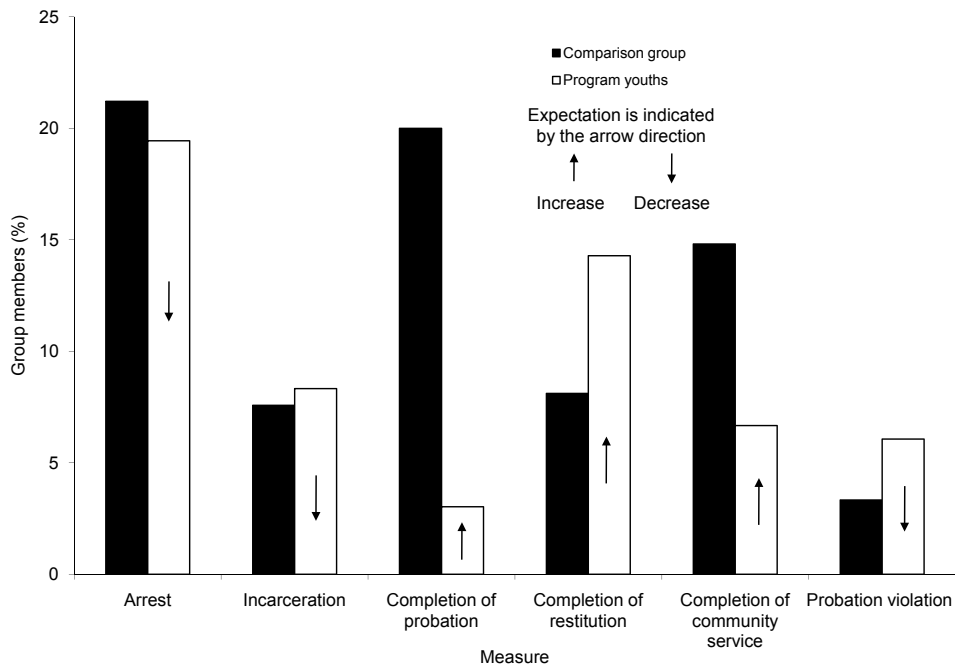
⁷ GAF scores were available for 19 of the 36 SNC participants in FY 2008–2009.

Table 2.5
Demographic Factors for Special Needs Court and Comparison Group

| Factor | SNC | | Comparison | |
|-----------------------|-----|------|------------|------|
| | n | % | n | % |
| Age (years) | | | | |
| <15 | 12 | 33.3 | 11 | 16.7 |
| 15 | 6 | 16.7 | 13 | 19.7 |
| 16 | 11 | 30.6 | 16 | 24.2 |
| 17 | 7 | 19.4 | 20 | 30.3 |
| >17 | 0 | 0.0 | 5 | 7.6 |
| Gender | | | | |
| Male | 27 | 75.0 | 48 | 72.7 |
| Female | 9 | 25.0 | 18 | 27.3 |
| Race/ethnicity | | | | |
| Black | 9 | 25.0 | 31 | 47.0 |
| White | 5 | 13.9 | 3 | 4.6 |
| Hispanic | 21 | 58.3 | 30 | 45.4 |
| Other | 1 | 2.8 | 2 | 3.0 |

SOURCE: Analysis of data from Probation’s database.

Figure 2.3
Special Needs Court Outcomes, FY 2008–2009



The Youth Substance Abuse Intervention Program

Youth with substance-abuse issues are referred by the Camp Community Transition Program, Intensive Gang Supervision, and school-based DPOs to a community-based provider for a comprehensive assessment. A central focus of this programming is to ensure that high-risk probationers transitioning to the community from a camp setting are scheduled for an assessment prior to release from camp and seen by a community-based substance-abuse treatment provider within the first 36 hours following release from the camp facility. If the assessment indicates the need for treatment, the substance-abuse treatment provider employs intensive case management that will require contact with the youth and probation officer. Treatment through individual, family, and group counseling is provided. The treatment is holistic and focuses on the roots of the problem and not just on the substance-abuse manifestation. Drug testing is used to verify abstinence and progress in the program. The treatment provider has access to inpatient services as needed.

Program goals are to

- reduce crime and antisocial behavior
- reduce the number of participants with positive drug tests.

YSA providers work collaboratively with school-based DPOs in developing a case plan that addresses the risk factors and criminogenic needs of the participants and provide the youth with

- substance-abuse refusal skill training
- a relapse-prevention plan (with emphasis placed on identifying “triggers that prompt drug use and high-risk situations that encourage drug use”).

Evidence Base for Program. YSA is based on the National Institute on Drug Abuse’s relapse-prevention behavioral-therapy research (Whitten, 2005). The relapse-prevention approach to substance-abuse treatment consists of a collection of strategies intended to enhance self-control. Specific techniques include exploring the positive and negative consequences of continued use, self-monitoring to recognize drug cravings early on and to identify high-risk situations for use, and developing strategies for coping with and avoiding high-risk situations and the desire to use. A central element of this treatment is anticipating the problems that patients are likely to meet and helping them develop effective coping strategies. Research indicates that the skills individuals learn through relapse-prevention therapy remain after the completion of treatment (Whitten, 2005).

Behavioral therapy for adolescents incorporates the principle that unwanted behavior can be changed by clear demonstration of the desired behavior and consistent reward of incremental steps toward achieving it. Therapeutic activities include fulfilling specific assignments, rehearsing desired behaviors, and recording and reviewing progress, with praise and privileges given for meeting assigned goals. Urine samples are collected regularly to monitor drug use. The therapy aims to equip the patient to gain three types of control. YSA uses elements from these researched interventions.

Comparison Group and Reference Period. In past years, YSA used a pre/post design for big six outcomes, comparing the performance of participants during the six months before program entry to performance in the six months following program entry. In FY 2008–2009,

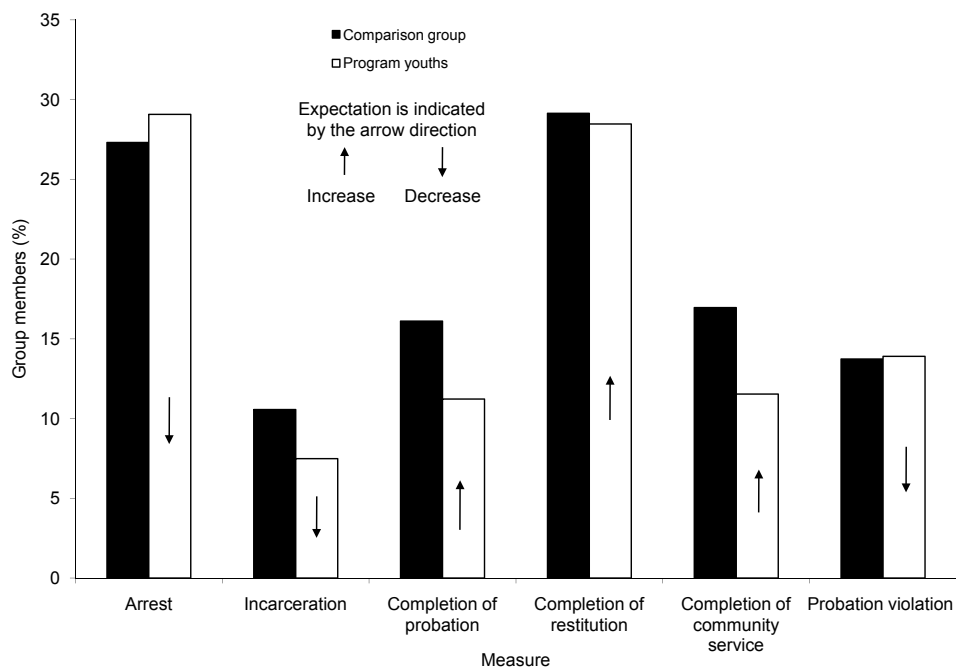
CSA and Probation agreed that a more appropriate comparison would be between the current year's YSA participants and those whose outcomes were reported for the previous year (FY 2007–2008), with the goal of performing at least as well in the current year as in the previous year. Big six outcomes for both groups were measured for the six months following program entry.

Supplemental outcomes for this program looked at the percentage of positive drug tests among probationers with testing orders and at the percentage of YSA probationers with testing orders who had one or more positive tests. These supplemental outcomes were measured during the six months before program entry and in the six months following program entry or at the time of program exit, whichever came first.

Outcomes. Outcome measures were based on the performance of 227 YSA youth in both FY 2008–2009 and FY 2007–2008 (the identical sample size was merely coincidental). Consistent with program goals of doing at least as well in the current year as in the previous year, none of the differences between the two cohorts was significantly different for the big six outcomes. The FY 2008–2009 cohort had a slightly higher arrest rate (29.1 percent versus 27.3 percent) but a lower rate of incarceration (7.5 percent versus 10.6 percent). The FY 2007–2008 youth had higher rates of successful completion of probation, restitution, and community service, and fewer probation violations, but differences between the groups were too small for statistical significance.⁸ For outcomes, see Figure 2.4. For details, see Table E.4 in Appendix E.

Supplemental outcomes for this program include the percentage of youth with positive drug tests and the percentage of youth who have at least one positive test. Outcomes in the six

Figure 2.4
Youth Substance Abuse Intervention Outcomes, FY 2008–2009



⁸ We also performed a difference-in-differences test, comparing the pre/post differences in outcomes in FY 2008–2009 to those in FY 2007–2008. We found no statistically significant effect for any of the big six outcome measures.

months after entering the program are compared with those in the six months before entering the program. Of YSA probationers with testing orders, 34.6 percent of all tests were positive in the six months before program entry, whereas fewer (25.6 percent) were positive in the six months following program entry, but the difference is not statistically significant. Of those tested, 25.0 percent had a positive test in the six months following program entry, versus 24.4 percent who tested positive in the six months before program entry.

Cluster and gender data were not available for YSA participants in FY 2008–2009.

Gender-Specific Community Program

The GSCOMM program provides gender-specific services for moderate-risk juvenile female youth on formal probation and for nonprobation girls in neighborhoods identified as high risk and high need. The program provides intensive, family-centered, community-based services to a targeted population of female youth ages 12 to 18 and their families using CBOs that incorporate gender-specific treatment or programming.

Program goals are to

- provide services that support the growth and development of female participants
- avert an ongoing escalation of criminal and delinquent behavior and to promote school success and healthy social development.

Female participants are referred to the gender services by school-, park-, and housing-based DPOs. The DPOs rely on the LARRC to assess criminogenic risks and need factors. The services provided by the DPO and participant CBOs are intended to increase protective factors and decrease risk factors. Gender-specific CBO services include, but are not limited to, the following:

- parent orientation and support workshops
- mentoring activities
- empowerment workshops
- mother (or significant female family member)/daughter activities
- YWAR.

Young Women at Risk. YWAR is a community-based intervention program that targets female youth who attend continuation high schools⁹ and have elevated risks in across multiple domains, such as delinquency, substance abuse, and individual factors. The program consists of the following modular curriculum components:

- appreciating young women
- healthy dating relationships
- mental-health issues
- career planning (enrichment activities, speakers, and supplemental educational materials)
- good health and well being.

⁹ Continuation schools are alternative means of educating youth, primarily for students who are considered at risk of not graduating at the normal pace. Continuation high schools use the same requirements for graduation, but scheduling is more flexible. Students who attend these schools include those with discipline problems, drug users, pregnant teens, and teenage mothers.

Two-hour class sessions are held once per week.

The program is available to female students ages 14 to 19 attending the designated continuation high school. Participants receive ten credits for successful completion of the program. A number of the participants are in foster care, are parenting (or currently pregnant), have grown up in poverty, were victims of neglect or abuse (emotional, physical, or sexual), or have grown up in neighborhoods with high crime rates.

The outcomes for this program are based on pre- and post-test comparisons. The program goals are

- reduced arrest rates
- increased awareness of positive coping skills
- increased knowledge of healthy dating relationships
- increased knowledge of the support service programs available in the community (e.g., for health care and vocational counseling).

Evidence Base for Program. The Probation Department’s gender-specific services are consistent with the Office of Juvenile Justice and Delinquency Prevention’s (OJJDP’s) gender-specific programming and principles of prevention, early intervention, and aftercare services (Greene, Peters, and Associates and Northwest Regional Educational Laboratory, 1998):

- Prevention services aim to eliminate or minimize behaviors or environmental factors that increase girls’ risk of delinquency (Center for Substance Abuse Prevention, 1993). Primary prevention focuses on helping girls to develop the knowledge, skills, and experiences that will promote health and resiliency. All girls can benefit from primary prevention.
- Early-intervention services provide early detection and treatment to reduce problems caused by risky behaviors and prevent further development of problems (Center for Substance Abuse Prevention, 1993; Mulvey and Brodsky, 1990). Examples of interventions for girls in the juvenile-justice system include educational and vocational training, family-based interventions, and diversion to community-based programs (Mulvey and Brodsky, 1990).
- Aftercare services address the progression of problems caused by risky behaviors. Residential and secure incarceration may be used to help girls develop perspective, to interrupt high-risk behavior patterns, and to help them learn skills to address the normal developmental tasks that their life experiences have not allowed them to master. Aftercare is included in the treatment model to prevent recidivism (Altschuler and Armstrong, 1994).

Additionally, the program aims to adhere to essential elements of effective gender-specific programming for adolescent girls. These benchmarks include the following:

- space that is physically and emotionally safe and removed from the demands for attention of adolescent males
- time for girls to talk and to conduct emotionally safe, comforting, challenging, nurturing conversations within ongoing relationships
- opportunities for girls to develop relationships of trust and interdependence with other women already present in their lives (such as friends, relatives, neighbors, church members)

- programs that tap girls’ cultural strengths rather than focusing primarily on the individual girl (i.e., building on Afrocentric perspectives of history and community relationships)
- mentors who share experiences that resonate with the realities of girls’ lives and who exemplify survival and growth
- education about women’s health, including female development, pregnancy, contraception, and diseases and prevention, along with opportunities for girls to define healthy sexuality on their own terms (rather than as victims).

Comparison Group and Reference Period. In previous years, because most of the participants in GSCOMM were at-risk youth, Probation did not have enough information about them (e.g., demographic factors) to identify an appropriate comparison group, so a pre/post design was used in evaluating this program. In FY 2008–2009, CSA and Probation agreed that a more appropriate comparison would be between the current year’s GSCOMM participants and those whose outcomes were reported for the previous year (FY 2007–2008), with the goal of performing at least as well in the current year as in the previous year. Participants in GSCOMM were selected because they had an arrest that led to probation supervision or because they were considered at high risk for such arrests.

Big six outcomes for both cohorts were measured in the six months following entry into the program. The supplemental outcome—mean scores on the self-efficacy scale for girls—was measured at program entry and at six months following program entry or at program exit, whichever occurred first.

Outcomes. For outcome measures, we compared outcomes for 934 program youth from GSCOMM programs, including YWAR, to those of 1,075 youth whose outcomes were reported in FY 2007–2008. Contrary to program goals, the FY 2007–2008 cohort showed better outcomes for all of the big six measures than the FY 2008–2009 program participants. The differences were statistically significant for only two of the big six measures: arrests (4.9 percent for current participants versus 2.8 percent for the previous year’s counterparts) and successful completion of community service (17.8 percent for the FY 2008–2009 cohort versus 32.0 percent for the previous year’s program participants). Although differences in the other four measures were not statistically significant, this was partly due to the small number of participants in each year who were probationers, since at-risk youth were not considered in comparing probation-related outcomes. Less than 1 percent of both groups was incarcerated in the six months following program entry.¹⁰

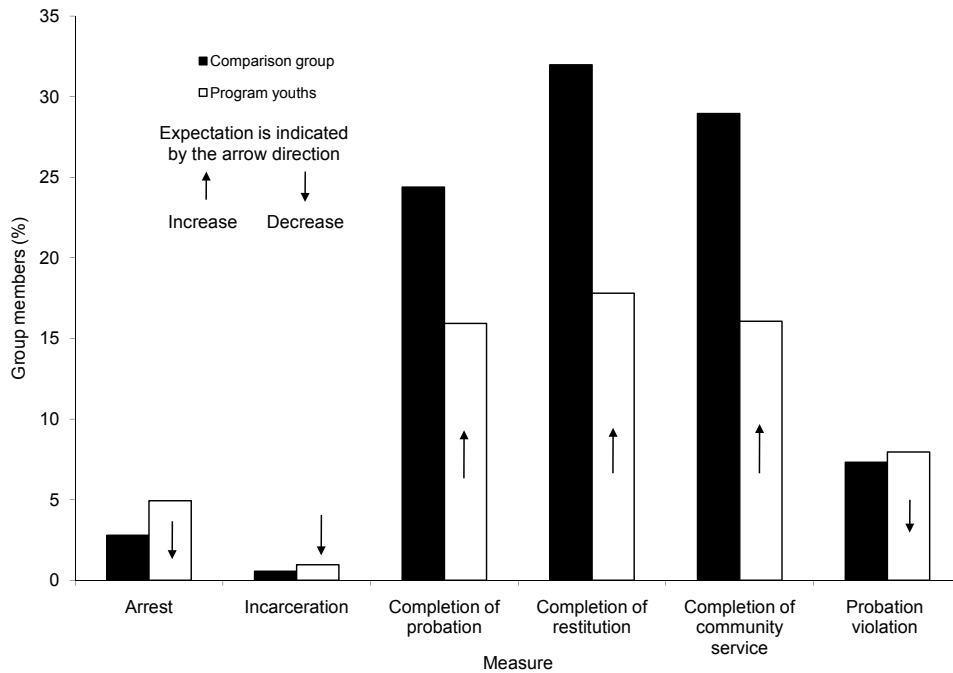
Mean self-efficacy scores for girls improved significantly between program entry (27.4) and six months after program entry (31.3). Outcomes are presented in Figure 2.5, with details shown in Table E.5 in Appendix E. Cluster and gender data were not available for YWAR or GSCOMM participants in FY 2008–2009.

The High-Risk/High-Needs Program

The HRHN program targets probationers transitioning from camp to the community, as well as those on other supervision cases who are assessed as high risk. Many of these youth are gang

¹⁰ We also performed a difference-in-differences test, comparing the pre/post differences in outcomes in FY 2008–2009 to those in FY 2007–2008. We found a significant effect only for arrests, indicating less improvement for FY 2008–2009 than for FY 2007–2008, but the odds ratio of 2.082 had such a large 95-percent confidence interval (1.156–3.751) that we note the relative imprecision of the parameter estimate due to the relatively low base rate of arrests in the two groups.

Figure 2.5
Gender-Specific Community Outcomes, FY 2008–2009



involved, drug and alcohol users, and low academic performers, and have multiple risk factors across multiple domains. Offenders with these types of risk profiles are known to pose a high risk for committing new crimes on reentry to the community. The HRHN program employs three service components: home-based services for males, home-based services for females, and employment services for both males and females. Program goals are to

- improve school performance
- strengthen the family
- strengthen parental skills
- link youth to job training and job placement.

The HRHN program uses a specific, structured, and multimodal intervention approach (behavioral skill training across domains—family, peer, school, and neighborhood) and incorporates the phase model of FFT. Additionally, such programs as MST and multidimensional-treatment foster care (MTFC) place a strong emphasis on skill training for parents, monitoring peer associations, skill-building activities, and positive role modeling by adults in the probationer's social environment.

The HRHN program employs an SLC in its home-based service components. The SLC is designed as a set of program enhancements to supplement services for HRHN youth. The SLC provides a standardized approach to service delivery and is designed to positively affect detained youths' thinking patterns, cognition, and social skills and to reduce violent behavior and improve youth/parent engagement (Underwood, 2005).

The HRHN program also provides assessment, job readiness training, and employment placement for eligible HRHN probationers. Eligible probation youth are referred to JJCPA

community-based employment service providers for assessment, job readiness, and vocational job placement.

Evidence Base for Program. The HRHN home-based component program integrates the strengths of several existing, empirically supported interventions for juveniles and their families. HRHN is based on program and design elements of four research-based programs:

- *MST*: MST addresses the multiple factors known to be related to delinquency across the key settings, or systems, within which youth are embedded. MST strives to promote behavior change in the youth's natural environment, using the strengths of each system (e.g., family, peers, school, neighborhood, and the indigenous support network) to facilitate change. At the family level, MST attempts to provide parents with the resources needed for effective parenting and for developing better family structure and cohesion. At the peer level, a frequent goal of treatment of MST interventions is to decrease the youth's involvement with delinquent and drug-using peers and to increase association with prosocial peers.
- *FFT*: FFT is a family-based prevention and intervention program that has been applied successfully in a variety of contexts to treat a range of these high-risk youth and their families. It was developed to serve adolescents and families who lacked resources and were difficult to treat and who were often perceived by helping professionals as not motivated to change.
- *MTFC*: MTFC provides adolescents who are seriously delinquent and in need of out-of-home foster care with close supervision, fair and consistent limits, predictable consequences for rule breaking, and a supportive home environment. The program places emphasis on reducing the exposure of participant youth to delinquent peers. Although MTFC does not prevent out-of-home placement, both biological and foster parents receive parental training. Parents are trained to monitor daily peer associations and the whereabouts—at all times—of their children. In addition, parents are trained to know both the peers and the parents of the peers of their children. MTFC parents are part of the treatment team, along with program staff. MTFC parents implement a structured, individualized program for each youth, designed to simultaneously build on the youngster's strengths and set clear rules, expectations, and limits.
- *Intensive Aftercare Program (IAP)*: IAP is a risk-based model that addresses criminogenic risk and needs from a multisystemic perspective (individual, family, peer, school, substance abuse, and neighborhood). Central to the model is the practice of overarching case management. IAP focuses on the processes required for successful transition and aftercare and includes five subcomponents:
 - *assessment, classification, and selection criteria*: IAP focuses on high-risk offenders to maximize its potential for crime reduction and to avoid the negative outcomes previously demonstrated to result from supervising low-risk offenders in intensive supervision programs.
 - *individualized case planning that incorporates family and community perspectives*: This component specifies the need for institutional and aftercare staff to jointly identify the youth's service needs shortly after commitment and to plan for how those needs will be addressed during incarceration, transition, and aftercare. It requires attention to the problems in relation to the youth's family, peers, school, and other social networks.

- *a mix of intensive surveillance and services*: IAP promotes close supervision and control of high-risk offenders in the community but also emphasizes the need for similarly intensive services and support. This approach requires that staff have small caseloads and that supervision and services be available not only on weekdays but also in the evenings and on weekends.
- *a balance of incentives and graduated consequences*: Intensive supervision is likely to uncover numerous technical violations and program infractions. The IAP model indicates the need for a range of graduated sanctions tied directly and proportionately to the seriousness of the violation instead of relying on traditional all-or-nothing parole sanctioning schemes. At the same time, the model points to a need to reinforce the youth's progress consistently via a graduated system of meaningful rewards.
- *creation of links with community resources and social networks*: This element of case management is rooted in the conviction that parole agencies cannot effectively provide the range and depth of services required for high-risk/high-need parolees unless they broker services through a host of community resources.

The employment component of the HRHN program draws from the *Guide for Implementing the Comprehensive Strategy for Serious, Violent, and Chronic Juvenile Offenders* (OJJDP, 1995). The guide states (p. 102) that

vocational training and employment programs may address several risk factors, including academic failure, alienation and rebelliousness, association with delinquent and violent peers, and low commitment to school. Protective factors enhanced can include opportunities to acquire job experience, job skills, and recognition for work performed.

One of the most successful employment programs, JOBSTART, offered self-paced and competency-based instructions in basic academic skills; occupational skill training for specific jobs; training-related support services; and some combination of child care, transportation, counseling, mentoring, tutoring, need-based and incentive payments, work readiness, life skill instructions, and job placement assistance. JOBSTART participants were more likely to earn a General Educational Development Test (GED®) or high-school diploma and less likely to be arrested in the first year after exiting the program, and females were less dependent on public assistance (OJJDP, 1995, pp. 108–109). The HRHN employment components are based on many of the design elements in JOBSTART.

Not all HRHN participants receive all of these services. DPOs who supervise HRHN probationers and CBOs that provide services for the program determine which services are appropriate for each individual probationer.

Comparison Group and Reference Period. The comparison group for the HRHN program consisted of youth who had participated in the HRHN program earlier and whose outcomes were measured during the previous year (FY 2007–2008). Because we had no demographic data other than age for the FY 2008–2009 HRHN youths, we were not able to compare the characteristics of the two groups to ensure compatibility.

For both HRHN and comparison-group youth, big six outcomes were measured in the six months following entry into the community phase of the program. For youth in the employment component of the HRHN program, a supplemental outcome was employment as measured during the six months before entry into the community phase of the program and in

the six months following entry into the community phase. For the gender-specific, home-based component, scores on a scale measuring family relations were measured at program entry and six months later or upon program exit, whichever came first.

Outcomes. For outcome analyses, we examined 1,723 HRHN probationers and 1,269 comparison-group probationers whose outcomes were reported in FY 2007–2008. The FY 2008–2009 HRHN cohort had significantly lower rates of arrest (28.9 percent versus 32.2 percent) and incarceration (12.5 percent versus 16.2 percent). However, the FY 2007–2008 HRHN participants were significantly more likely to successfully complete probation (15.2 percent compared to 10.7 percent for the FY 2008–2009 cohort), restitution (23.6 percent versus 15.3 percent), and community service (16.1 percent versus 11.0 percent). The FY 2008–2009 cohort had a slightly lower rate of probation violations, but the difference between the two groups was not statistically significant.¹¹

Of the 648 participants in the HRHN employment component, none was employed in the six months before program entry, whereas 251 (38.7 percent) were employed in the six months following entry into the community phase of the program. For the 972 home-based HRHN participants, mean family-relation scale scores were significantly higher six months after program entry (6.16) than at program entry (1.17).

Outcomes for the HRHN program are shown in Figure 2.6. Details are presented in Table E.6 in Appendix E. Cluster and gender data were not available for HRHN participants in FY 2008–2009.

Summary of Outcomes for the Enhanced Services to High-Risk/High-Need Youth Initiative

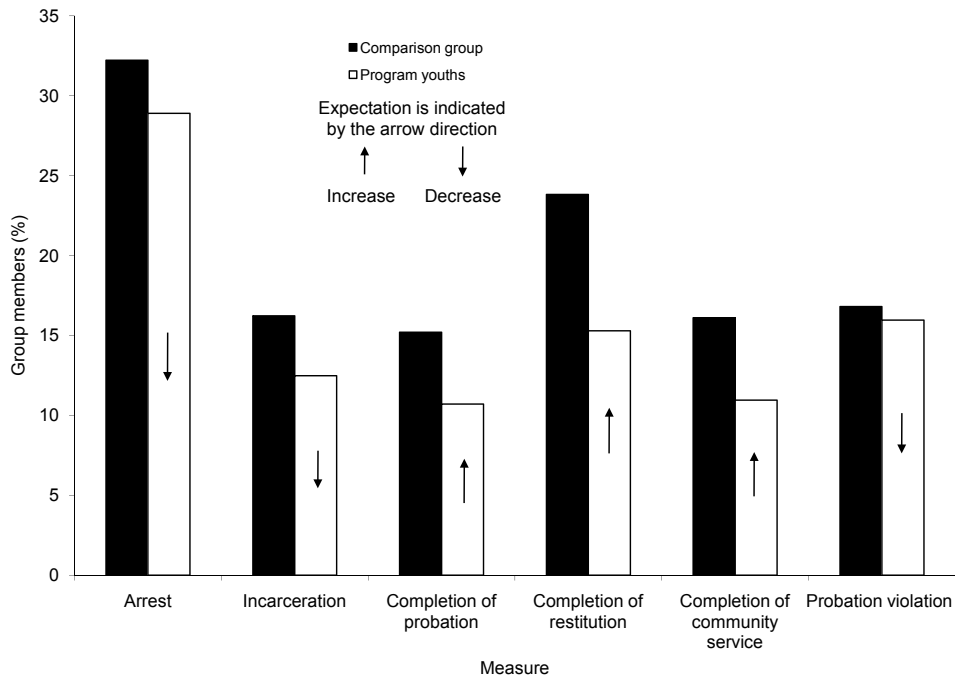
Overall, program youth in the Enhanced Services to High-Risk/High-Need Youth initiative had significantly lower incarceration rates than comparison-group youth. However, comparison-group youth had significantly higher rates of successful completion of probation, restitution, and community service. Differences between the two groups in rates of arrest and probation violations were not statistically significant. The relevant supplemental outcomes for SNC, GSCOMM, and HRHN participants were significantly improved in the six months after entering the program compared with the six months before entering.

Programs and Outcomes in Initiative III: Enhanced School- and Community-Based Services

The school-based program is at the core of this initiative and has as its main objective the reduction of crime and delinquency in 85 high-risk neighborhoods, by targeting school-based probation supervision and services for the population of probationers and at-risk youth in the schools. A secondary goal is enhanced protective factors through improved school perfor-

¹¹ We also performed a difference-in-differences test, comparing the pre/post differences in outcomes in FY 2008–2009 to those in FY 2007–2008. We found significant effects for the four probation-related outcomes of probation completion (odds ratio of 0.058 and 95-percent confidence interval 0.026–0.129), completion of restitution (odds ratio of 0.478 and 95-percent confidence interval of 0.335–0.681), completion of community service (odds ratio of 0.068 and 95-percent confidence interval of 0.026–0.182), and probation violations (odds ratio of 0.522 and 95-percent confidence interval 0.370–0.735), indicating poorer performance pre/post for FY 2008–2009 than pre/post for FY 2007–2008 for probation completion and completion of restitution and community service and better performance pre/post for FY 2008–2009 than for FY 2007–2008 for probation violations.

Figure 2.6
High-Risk/High-Need Outcomes, FY 2008–2009



mance. The 85 targeted neighborhoods were identified as the most crime-affected neighborhoods in Los Angeles County on the basis of the

- number of probationers at the neighborhoods' schools
- rate of overall crime
- rate of juvenile crime
- rate of substance abuse
- rate of child abuse and neglect
- number of residents living below the poverty level.

Programs and services included in this initiative are SBHS-PROB, SBMS-PROB, SBHS-AR, SBMS-AR, ACT, PARKS, HB, and IOW. A total of 18,494 youth received services from programs in the school-based initiative during the JJCPA program's FY 2008–2009. Of the three initiatives, this is the only one that delivered service to more at-risk youth (9,599) than probationers (8,895).

Whenever possible, youth in the Enhanced School- and Community-Based Services initiative were evaluated based on an appropriate comparison group. If no appropriate comparison group could be identified, youth were evaluated by comparing their outcomes in a reference period before enrollment in the program with their outcomes in a comparable reference period after enrollment. Table 2.7 lists the programs in this initiative and briefly summarizes the comparison group for each program.

We next briefly describe each program in the Enhanced School- and Community-Based Services initiative, along with reported outcomes for FY 2008–2009. Except where specifically noted, all of the outcome differences listed were statistically significant ($p < 0.05$), mean-

Table 2.7
Programs in the Enhanced School- and Community-Based Services Initiative

| Program | Comparison Group |
|-----------|---|
| SBHS-PROB | Routine probationers matched to program youth by age, gender, race/ethnicity, offense severity, time on probation, and gang order |
| SBMS-PROB | Routine probationers matched to program youth by age, gender, race/ethnicity, offense severity, time on probation, and gang order |
| SBHS-AR | Program participants from the previous year |
| SBMS-AR | Program participants from the previous year |
| ACT | Program youth (pre/post design) |
| PARKS | Program youth (pre/post design) |
| HB | Program youth (pre/post design) |
| IOW | Program participants from the previous year |

ing that the performance of JJCPA youth was significantly different from that of comparison youth or from their baseline measures.¹² Sample sizes indicated are for the entire program and comparison groups. Because probation outcomes are not applicable to at-risk youth and because only a subset of probationers are assigned restitution or community service, probation outcomes will be based on a subset of the entire group. Sample sizes for supplemental outcomes may be considerably smaller because, for instance, school data were not available or strength and risk evaluation was not done on all program youth. For details on the sample size of each outcome measure, see Appendix E.

School-Based Probation Supervision for Middle-School and High-School Probationers

The School-Based Probation Supervision program is designed to provide more-effective supervision of probationers, increase the chances of school success for these youth, and promote campus and community safety. Participants include probationers and at-risk youth in 85 school service areas that are accepted into the program by school-based DPOs. These DPOs are assigned and placed on school campuses with a focus on monitoring school attendance, behavior, and academic performance. Programs target high schools and selected feeder middle schools with a focused, early-intervention approach.

Program goals include

- reducing recidivism of probationers by enforcing conditions of probation and by daily monitoring of school performance (attendance, performance, and behavior)
- preventing arrest and antisocial and delinquent behavior by at-risk youth
- holding probationers and at-risk youth and their families accountable
- building resiliency and educational and social skills.

¹² The chi-square test used to measure statistical significance for this evaluation requires that each cell of a 2 × 2 table contain at least five observations. Some programs (e.g., very small programs or those with very low arrest rates) did not meet this requirement, so testing for statistical significance was not appropriate in some instances. In such instances, we report differences as “not statistically testable.”

In addition to supervising youth on school campuses, DPOs provide a variety of services, including early probation intervention, for youth exhibiting antisocial behavior or performing poorly in school. The program is goal oriented and strives to reduce delinquency and promote school success by

- addressing criminogenic needs and risk factors, based on a research-based risk and need instrument validated for the Los Angeles delinquency population
- monitoring peer associations
- building resiliency through DPO advocacy and mentorship for caseload youth
- increasing parental involvement in the education process
- providing homework and class assistance for caseload youth
- providing skill-building activities for caseload youth.

Additionally, school-based DPOs work with school campus police and officials, as well as local law enforcement, to establish safety collaborations (a planned approach to enhanced school safety). Further, the DPOs work with the participant schools in conducting quarterly, parent-empowered meetings to facilitate parental involvement in the probationer's education.

Evidence Base for Program. The School-Based Probation Supervision program is based on the “What Works” and resiliency research (Latessa, Cullen, and Gendreau, 2002). The What Works research posits that effective programs (1) assess offender needs and risk; (2) employ treatment models that target such factors as family dysfunction, social skills, criminal thinking, and problem solving; (3) employ credentialed staff; (4) base treatment decisions on research; and (5) ensure that program staff understand the principles of effective interventions (Latessa, Cullen, and Gendreau, 2002). As indicated earlier, the school-based DPOs assess probationers with a validated assessment instrument, the LARRC. The LARRC is based on the What Works research. Further, school-based DPOs enhance strength-based training, including training in MST and FFT case-management interventions.

Consistent with the What Works research, the School-Based Probation Supervision program calls for case-management interventions that

- assess the probationer's strengths and risk factors
- employ strength-based case-management interventions
- address both risk factors and criminogenic needs
- employ evidenced-based treatment intervention
- provide prosocial adult modeling and advocacy
- provide post-probation planning with the probationer and family by the school-based DPO
- use case planning services that emphasize standards of right and wrong.

Comparison Group and Reference Period for School-Based High-School Probationers. The comparison group for SBHS-PROB consisted of routine probationers who were weighted to match program youth by age, gender, race/ethnicity, offense severity, time on probation, and gang order.¹³ Beginning with a sample of 3,620 routine probationers, using the computed

¹³ We used the statistical technique of propensity-score weighting to obtain weights for comparison-group youth so that their characteristics matched those of the program youth. Only probationers with valid data on all variables were included in

weights yields an effective sample size of 1,741 comparison-group youth.¹⁴ As Table 2.8 shows, the two groups were well matched when the appropriate weights are used for the comparison group, with no statistically significant differences between the two groups. However, it is possible that there is an unmeasured or unobserved feature that differs between the two groups and is the cause for the observed outcome effect.

The big six reference period for program participants was the six months following program entry. For the comparison group, the reference period was the six months following the beginning of probation supervision. For supplemental school outcomes—attendance, suspensions, and expulsions—program participants were compared in the term before program entry and in the term following program entry. Strength and risk scores were compared at program entry and at six months after.

SBHS-PROB Outcomes. For outcome analyses, we examined 3,402 school-based high-school probationers and 1,741 comparison-group youth. Consistent with program goals, for program youth, there was a significant increase in the percentage of school days attended (from 68.8 percent to 91.1 percent) and a significant decrease in suspensions (from 27.7 percent to 11.6 percent) and in expulsions (from 4.2 percent to 1.1 percent) in the term after entering the

Table 2.8
Factors Used to Match School-Based High-School Probation Supervision for Probationers and Comparison-Group Youth

| Factor | SBHS-PROB Participants | Comparison-Group Youth |
|--------------------------|------------------------|------------------------|
| Mean age (years) | 15.5 | 15.6 |
| Male (%) | 78.9 | 79.3 |
| Black (%) | 25.0 | 24.9 |
| White (%) | 7.0 | 6.8 |
| Hispanic (%) | 65.5 | 65.1 |
| Other race/ethnicity (%) | 2.6 | 3.2 |
| Instant offense (%) | | |
| Violent | 25.1 | 25.8 |
| Property | 25.7 | 25.3 |
| Drug | 6.9 | 6.4 |
| Gang order (%) | 70.0 | 68.2 |
| Probation began (%) | | |
| 2007 | 16.3 | 16.6 |
| 2008 | 60.2 | 59.9 |

NOTE: Percentages and mean age for the comparison group are weighted.

creating weights for the comparison group. Because 99.7 percent of school-based probationers and all but one comparison-group youth had at least one prior arrest, criminal history was not included as a factor in propensity-score matching of the two groups.

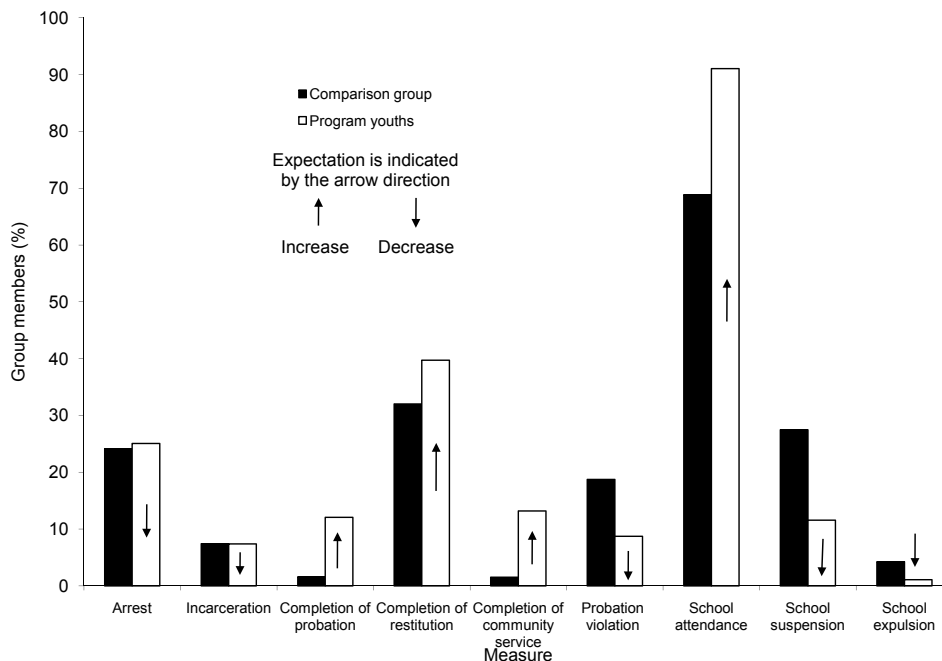
¹⁴ Effective sample size is calculated as $(\sum w_i)^2 / \sum (w_i^2)$, where w_i is the weight for each individual and the sum is across all individuals in the group.

program compared with the term immediately before entering. SBHS-PROB youth also had significantly more-favorable outcomes than comparison-group youth on four of the big six outcomes: They had higher rates for successful completion of probation (12.1 percent versus 1.6 percent), restitution (39.7 percent versus 32.0 percent), and community service (13.2 percent versus 1.5 percent) than comparison-group youth. SBHS youth also had a significantly lower rate of probation violations (8.7 percent versus 18.7 percent). Differences in rates of arrest and incarceration between the two groups were not statistically significant. SBHS-PROB risk scores decreased significantly from a mean of 6.5 to a mean of 3.0 six months after entering the program compared with scores at program entry. Strength scores also increased significantly, from 8.6 at program entry to 14.3 six months later. Outcomes are shown in Figure 2.7, with complete details in Table E.7 in Appendix E.

Cluster data were available for more than 99 percent of youth in the high-school program for probationers. Big six outcomes, broken down by cluster, are illustrated in Figures 2.8 and 2.9. Outcomes by gender are in Table F.3 in Appendix F. More detail on big six outcomes by cluster are in Table G.1 in Appendix G. In this program, youth from cluster 2 had higher arrest, incarceration, and probation-violation rates than youth in other clusters. Youth in cluster 2 also showed lower rates of completion of probation, restitution, and community service.

Comparison Group and Reference Period for SBMS-PROB. The comparison group for SBMS-PROB consisted of routine probationers whose outcomes were weighted to match program youth by age, gender, race/ethnicity, offense severity, time on probation, and gang order.¹⁵

Figure 2.7
School-Based High-School Probationer Outcomes, FY 2008–2009



¹⁵ We used the statistical technique of propensity-score weighting to obtain weights for comparison-group youth so that their characteristics matched those of the program youth. Only probationers with valid data on all variables were included in creating weights for the comparison group. Because 97.9 percent of SBMS-PROB youth and all comparison-group youth had at least one arrest, criminal history was not included as a factor in propensity-score matching of the two groups.

Figure 2.8
School-Based High-School Probationer Outcomes, by Cluster, FY 2008–2009

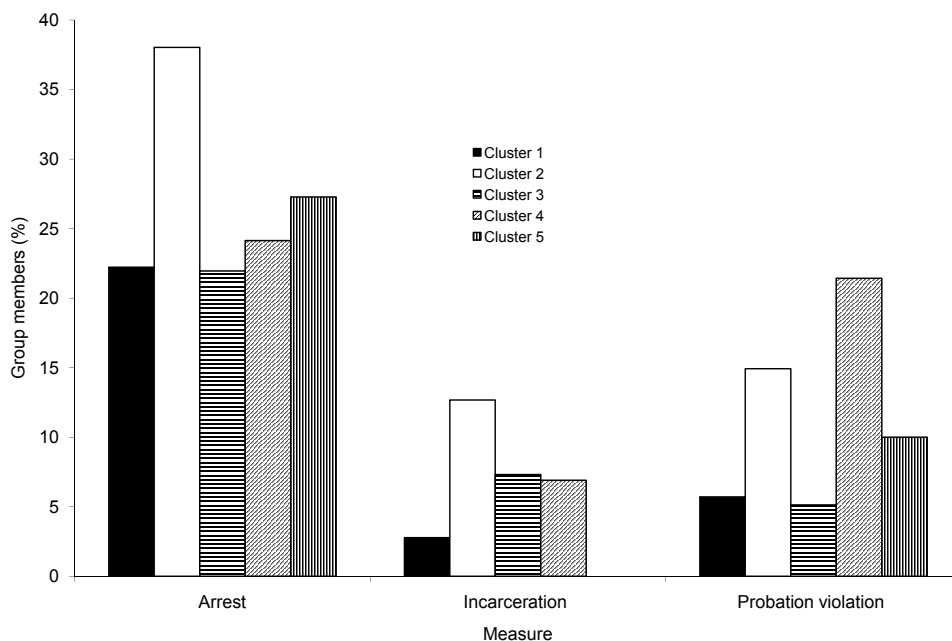
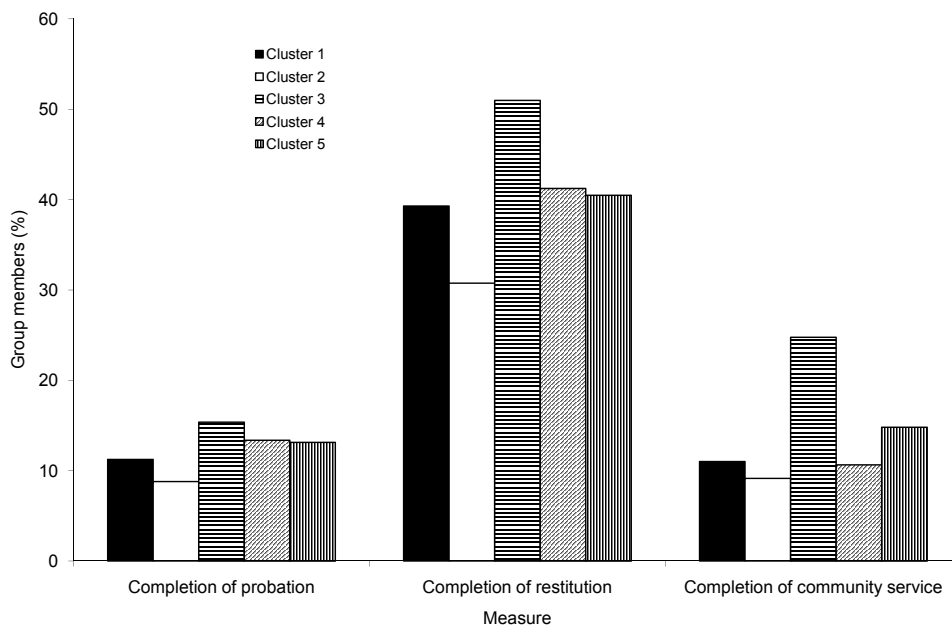


Figure 2.9
School-Based High-School Probationer Outcomes, by Cluster, FY 2008–2009



Beginning with a sample of 3,620 routine probationers, using the computed weights yields an effective sample size of 169 comparison-group youth. As Table 2.9 shows, the two groups were approximately matched when the appropriate weights are used for the comparison group. We

Table 2.9
Factors Used to Match School-Based Middle-School Probationers and Comparison-Group Youth

| Factor | SBMS-PROB Participants | Comparison-Group Youth |
|--------------------------|------------------------|------------------------|
| Mean age (years) | 12.8 | 13.3 |
| Male (%) | 80.6 | 82.5 |
| Black (%) | 38.8 | 30.5 |
| White (%) | 4.8 | 5.3 |
| Hispanic (%) | 54.5 | 61.6 |
| Other race/ethnicity (%) | 1.9 | 2.6 |
| Instant offense (%) | | |
| Violent | 36.3 | 36.3 |
| Property | 22.5 | 22.6 |
| Drug | 0.5 | 0.5 |
| Gang order (%) | 75.8 | 70.0 |
| Probation began (%) | | |
| 2007 | 17.3 | 23.2 |
| 2008 | 66.1 | 62.6 |

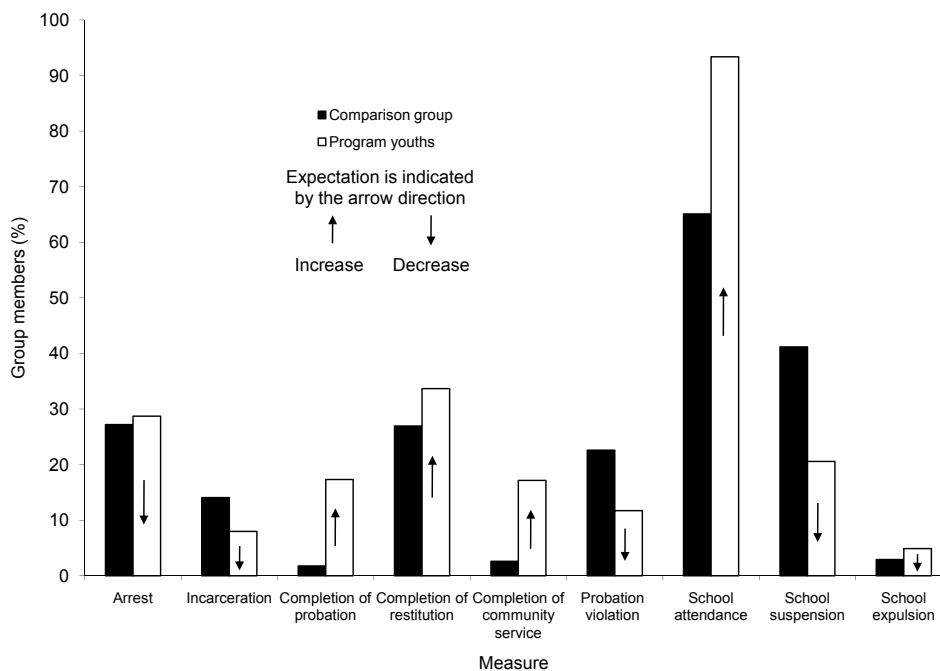
NOTE: Percentages and mean age for the comparison group are weighted.

would note, however, that there might still be an unmeasured or unobserved feature that differs between the two groups and is responsible for the observed effect to the outcomes.

The big six reference period for program participants was the six months following program entry. For the comparison group, the reference period was the six months following the beginning of probation supervision. For supplemental school outcomes—attendance, suspensions, and expulsions—program participants were compared in the term before program entry and in the term following program entry. Strength and risk scores were compared at program entry and at six months thereafter.

SBMS-PROB Outcomes. For outcome analyses, we examined 188 school-based middle-school probationers and 169 comparison-group youth. Consistent with program goals, program youth showed a significant increase in school attendance (from 65.1 percent to 93.4 percent) and a decrease in suspensions (from 41.2 percent to 20.6 percent) in the school term following program entry, compared with the term immediately before entering. Significance testing for expulsions was not possible because there were fewer than five expulsions prior to program entry. SBMS-PROB youth also had significantly lower risk scores (3.0 versus 6.4) and higher strength scores (13.3 versus 7.8) six months after entering the program than at program entry. Program youth had significantly lower rates of probation violation (11.7 percent versus 22.6 percent) than comparison-group youth. Differences in arrest rates, incarceration rates, and completion of restitution were not statistically significant for the two groups. Differences in rates of completion of probation and of community service were not statistically testable because too few comparison-group youth successfully completed probation or community service. For outcomes, see Figure 2.10. Details are shown in Table E.8 in Appendix E. Outcomes

Figure 2.10
School-Based Middle-School Probationer Outcomes, FY 2008–2009



by gender are in Table F.4 in Appendix F. Outcomes are shown by cluster in Table G.2 in Appendix G.

Cluster data were available for all participants in the middle-school probationer program. Big six outcomes by cluster are shown in Figures 2.11 and 2.12, with details in Table G.2 in Appendix G. Cluster 2 youth had the highest arrest rates and incarceration rates and the lowest rates of completion of probation, restitution, and community service. Cluster 4 participants had the highest rate of probation violations. Outcomes by gender are in Table F.4 in Appendix F.

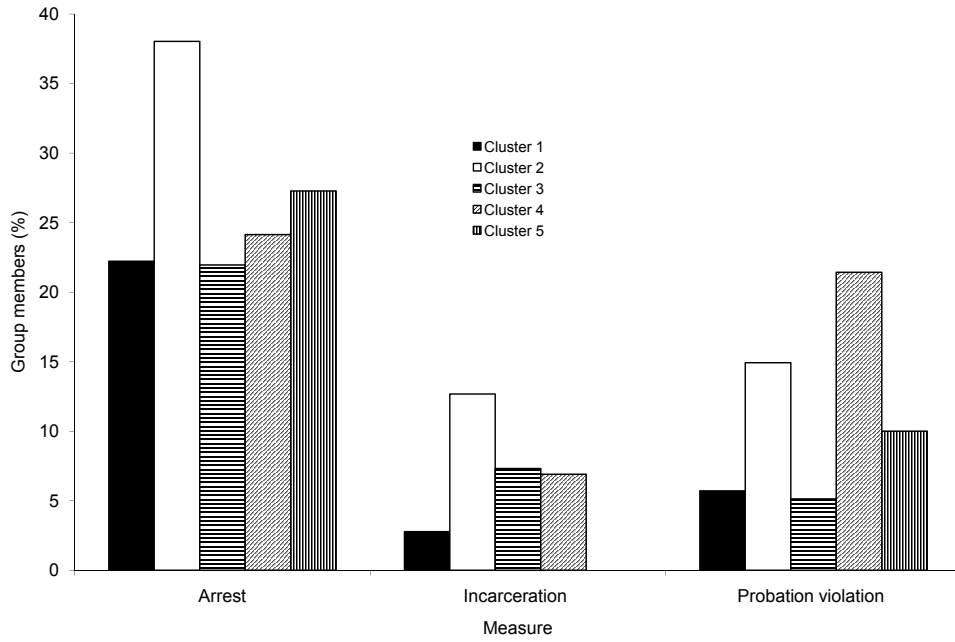
Comparison Group and Reference Period for SBHS-AR Youth. The comparison group for the SBHS-AR consists of 438 participants in the SBHS-AR program whose outcomes were calculated during the previous year (FY 2007–2008), with the goal of doing at least as well in the current year as in the previous year.

As Table 2.10 shows, SBHS-AR participants for the two fiscal years differ primarily in the location of those who received services. Clusters 1, 3, and 5 show statistically different percentages between the two years. In FY 2008–2009, cluster 5 made up almost half (47.3 percent) of all SBHS-AR program participants. This calls into question the suitability of using the previous year's cohort as a comparison group for the current year's program participants.¹⁶

For both SBHS-AR and comparison-group youth, big six outcomes were measured during the six months following entry into the program. For supplemental school outcomes—attendance, suspensions, and expulsions—program participants were compared in the term

¹⁶ Despite questionable comparability between program participants and comparison-group youths, we are nonetheless required by the CSA to report findings for each group. Similarly, we assume that the audience for this report expects outcomes to be reported for all programs.

Figure 2.11
School-Based Middle-School Probationer Outcomes, by Cluster, FY 2008–2009



NOTE: A missing bar for a cluster indicates that no one in the cluster had the indicated outcome.

Figure 2.12
School-Based Middle-School Probationer Outcomes, by Cluster, FY 2008–2009

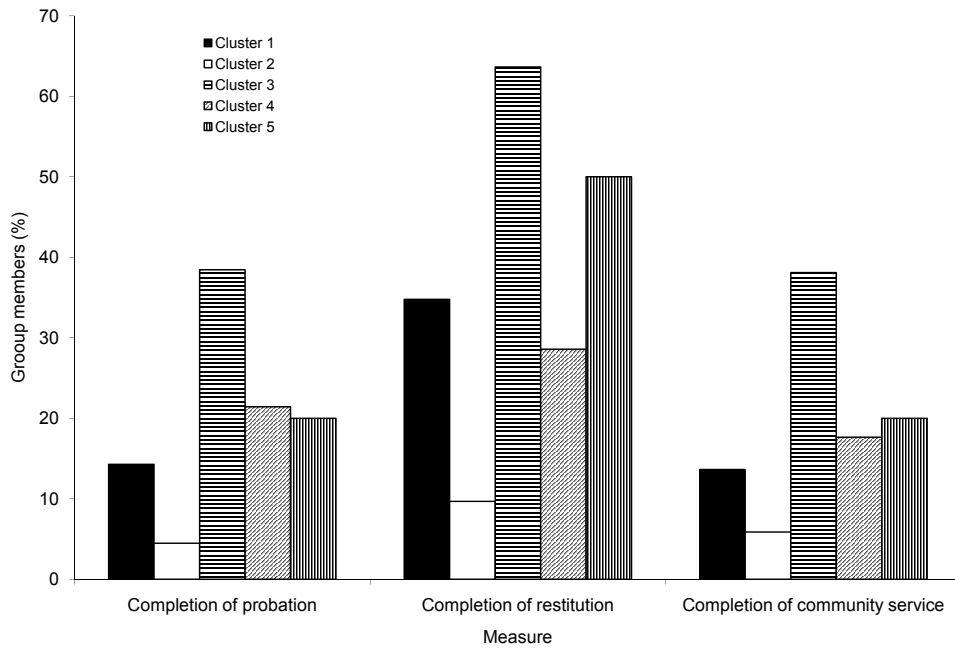


Table 2.10
Comparison of School-Based High-School At-Risk Participants in FY 2008–2009 to Those in FY 2007–2008

| Factor | FY 2008–2009 | FY 2007–2008 |
|--------------------------|-------------------|-------------------|
| Mean age (years) | 14.6 | 14.8 |
| Male (%) | 40.8 | 45.8 |
| Black (%) | 16.3 | 17.2 |
| White (%) | 6.1 | 9.0 |
| Hispanic (%) | 66.8 | 64.4 |
| Other race/ethnicity (%) | 10.8 | 9.5 |
| Residence (%) | | |
| Cluster 1 | 4.1 | 10.2 ^a |
| Cluster 2 | 21.7 | 23.9 |
| Cluster 3 | 3.0 | 7.0 ^a |
| Cluster 4 | 22.8 | 24.6 |
| Cluster 5 | 47.3 ^a | 34.3 |

NOTE: Type of previous offense was not included in the comparison because this program targets only at-risk youth. None of the SBHS-AR youth in either year had a gang order.

^a $p < 0.05$.

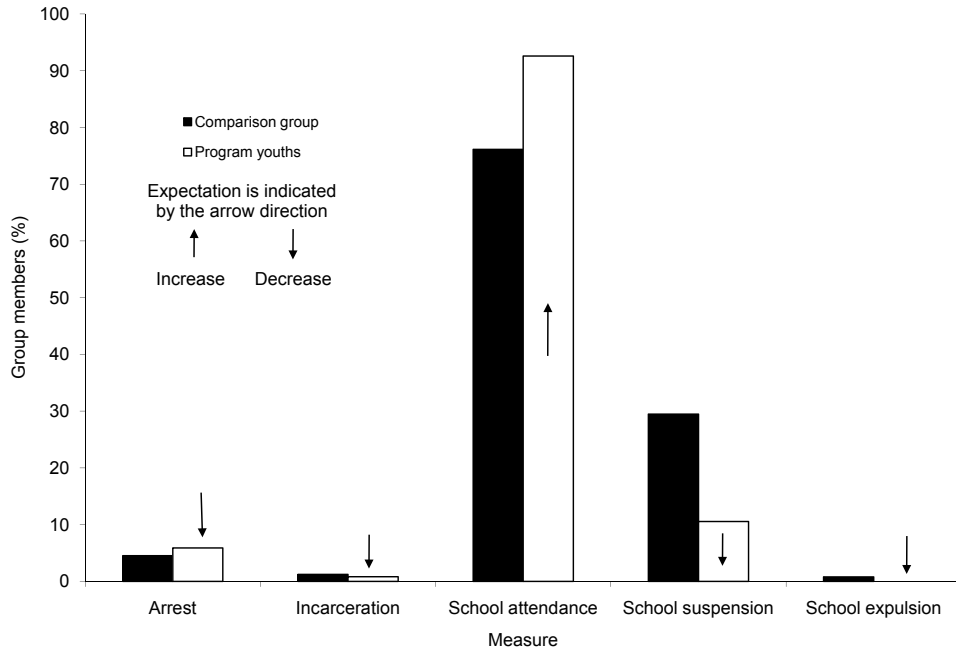
before program entry and the term following program entry. Strength and barrier scores were compared at program entry and at six months after.

SBHS-AR Youth Outcomes. For outcome analyses, we compared 494 school-based high-school youth with 576 comparison-group youth. Consistent with program goals, SBHS-AR youth improved school attendance in the term after entering the program compared with the term immediately before (92.6 percent versus 76.1 percent). Program youth also had significantly fewer school suspensions in the term after entering the program than in the term immediately before entering (10.5 percent versus 29.5 percent). No one was expelled in the term following program entry. Although FY 2008–2009 SBHS-AR youth showed slightly higher arrest rates than their FY 2007–2008 counterparts, the difference was not statistically significant. Differences in incarceration rates were not statistically testable between the two groups because too few FY 2008–2009 participants were incarcerated.¹⁷ Probation outcomes were not applicable, since the program serves only at-risk youth. Outcomes are shown in Figure 2.13, with details in Table E.9 in Appendix E.

Cluster data were available for 97.2 percent of at-risk youth in the school-based high-school program. Because youth in this program were not on probation, the only applicable big six outcome measures are arrests and incarcerations, which are shown in Figure 2.14. More details, including sample sizes, are given in Table G.3 in Appendix G. Arrest and incarceration

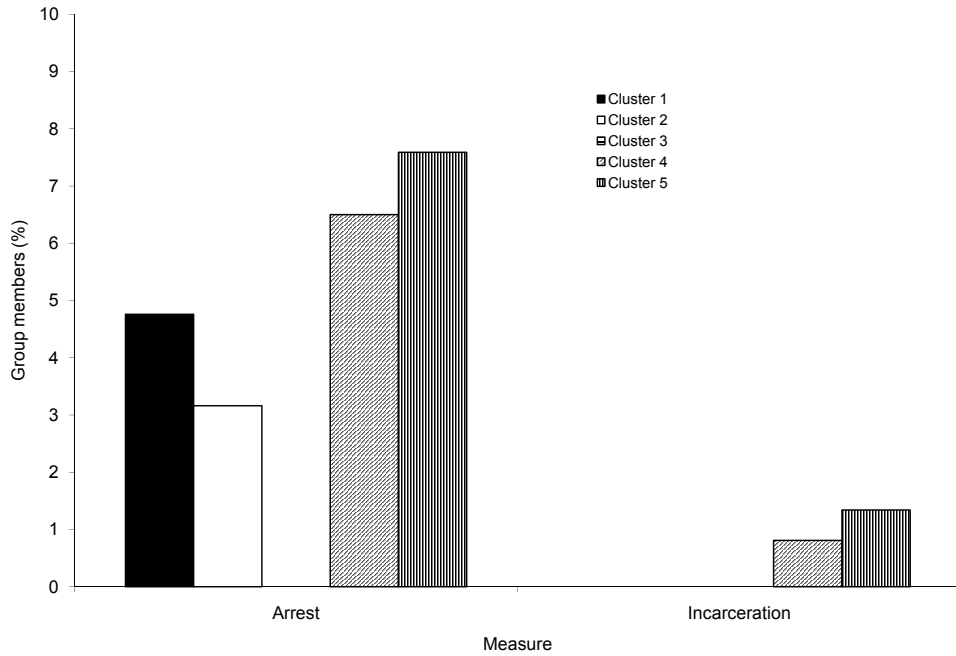
¹⁷ We also performed a difference-in-differences test, comparing the pre/post differences in outcomes in FY 2008–2009 to those in FY 2007–2008. We found no significant differences for either arrests or incarcerations, indicating similar pre/post differences for FY 2007–2008 and FY 2008–2009 samples.

Figure 2.13
School-Based High-School At-Risk Outcomes, FY 2008–2009



NOTE: A missing bar for a cluster indicates that no one in the cluster had the indicated outcome.

Figure 2.14
School-Based High-School At-Risk Outcomes, by Cluster, FY 2008–2009



NOTE: A missing bar for a cluster indicates that no one in the cluster had the indicated outcome.

rates were quite low overall for this program, and cluster 4 had more arrests and more incarcerations than any other cluster. Outcomes by gender are in Table F.5 in Appendix F.

Comparison Group and Reference Period for SBMS-AR Youth. As with the SBHS-AR group, the comparison group for the SBMS-AR program consisted of 738 youth whose outcomes were reported in the SBMS-AR program during FY 2007–2008.

For both SBMS-AR and comparison-group youth, big six outcomes were measured during the six months following entry into the program. For supplemental school outcomes—attendance, suspensions, and expulsions—program participants were compared in the term before program entry and the term following program entry. Strength and barrier scores were compared at program entry and at six months after.

Table 2.11 compares the characteristics of SBMS-AR participants in FY 2008–2009 to those from FY 2007–2008. The characteristics of those in the program are rather different in the two years, casting some doubt on the comparability of the two groups. A significantly larger portion of program participants in FY 2007–2008 were male. The FY 2008–2009 cohort included fewer blacks and more individuals who were neither white, black, or Hispanic. We also see a very different geographical distribution in the two years, with larger proportions of the program in clusters 2 and 5 in FY 2008–2009, while clusters 1 and 3 make up a smaller percentage of participants in FY 2008–2009 than in FY 2007–2008.¹⁸

Table 2.11
Comparison of School-Based Middle-School At-Risk Participants in FY 2008–2009 to Those in FY 2007–2008

| Factor | FY 2008–2009 | FY 2007–2008 |
|--------------------------|-------------------|-------------------|
| Mean age (years) | 12.6 | 12.6 |
| Male (%) | 39.4 | 51.6 ^a |
| Black (%) | 26.6 | 19.6 ^a |
| White (%) | 2.2 | 2.3 |
| Hispanic (%) | 65.5 | 68.8 |
| Other race/ethnicity (%) | 5.8 | 9.3 ^a |
| Residence (%) | | |
| Cluster 1 | 11.5 | 21.0 ^a |
| Cluster 2 | 36.5 ^a | 22.4 |
| Cluster 3 | 14.5 | 26.0 ^a |
| Cluster 4 | 21.7 | 20.1 |
| Cluster 5 | 15.2 ^a | 10.3 |

NOTE: Type of previous offense was not included in the comparison because this program targets only at-risk youth. None of the SBMS-AR youth in either year had a gang order.

^a $p < 0.05$.

¹⁸ Despite questionable comparability between program participants and comparison youths, we are nonetheless required by the CSA to report findings for each group. Similarly, we assume that the audience for this report expects outcomes to be reported for all programs.

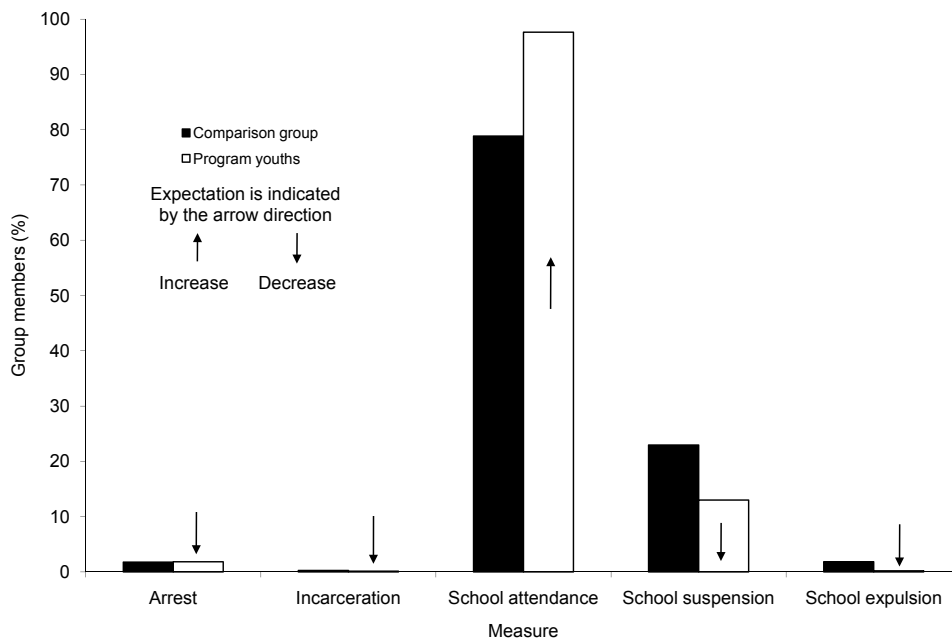
SBMS-AR Youth Outcomes. For outcome analyses, we examined 766 school-based middle-school youth along with 738 comparison-group youth. Consistent with program goals, program youth significantly increased school attendance (from 78.8 percent to 97.6 percent) and significantly decreased suspensions (from 23.0 percent to 13.0 percent) in the term after entering the program compared with the term immediately before entering. Expulsions were also reduced from 1.8 percent to 0.2 percent of youth, but the difference was not statistically testable because of small sample sizes. Differences in arrest rates were not statistically significant between the two years. Differences in incarceration rates were not statistically testable because of small sample sizes.¹⁹ In addition, program youth had significantly lower mean barrier scores (4.7) six months after program entry than at program entry (8.3). Program youth also had significantly higher mean strength scores (18.1) six months after entering the program than at program entry (9.9). Probation outcomes were not applicable, since the program serves only at-risk youth. See Figure 2.15 for the relevant outcomes, with complete details in Table E.10 in Appendix E.

Cluster data were available for all but five at-risk participants in the school-based middle-school program. As Figure 2.16 indicates, the two relevant big six measures were quite low in all clusters with the only incarcerations occurring in cluster 4. More complete details are in Table G.4 in Appendix G. Outcomes by gender are in Table F.6 in Appendix F.

Abolish Chronic Truancy

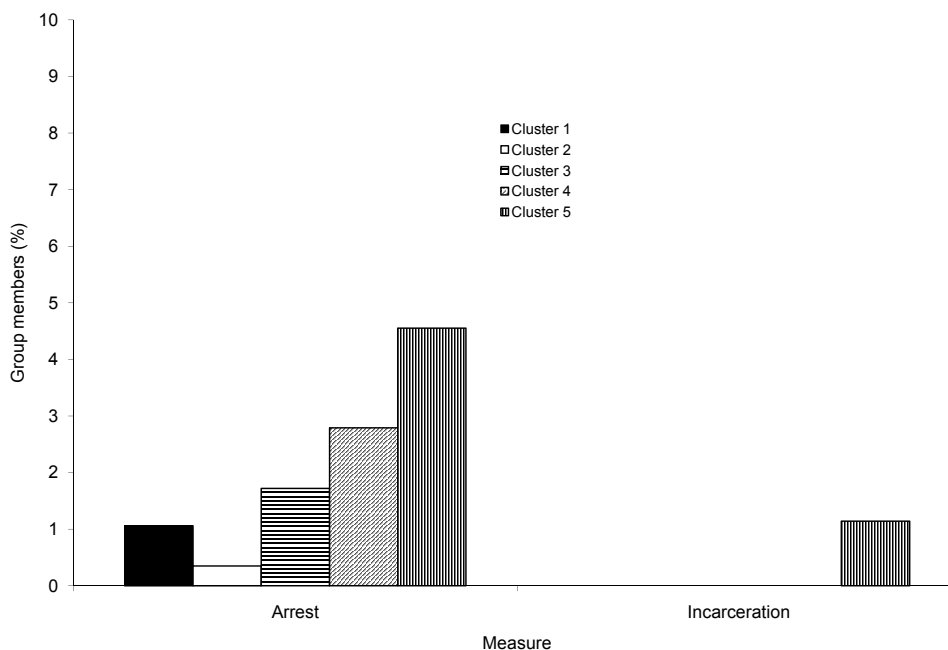
ACT is a Los Angeles County District Attorney’s Office program that targets chronic truants in selected elementary schools. Program objectives are to improve school attendance through

Figure 2.15
School-Based Middle-School At-Risk Outcomes, FY 2008–2009



¹⁹ We also performed a difference-in-differences test, comparing the pre/post differences in outcomes in FY 2008–2009 to those in FY 2007–2008. We found no significant effect for either arrests or incarcerations.

Figure 2.16
School-Based Middle-School At-Risk Outcomes, by Cluster, FY 2008–2009



NOTE: A missing bar for a cluster indicates that no one in the cluster had the indicated outcome.

parent and child accountability while the parent still exercises control over the child and to ensure that youth who are at risk of truancy or excessive absences attend school. Program goals are to

- reduce truancy at selected ACT schools
- address attendance problems at the earliest possible time before the child’s behavior is ingrained
- improve school performance.

The ACT program receives referrals from the participant schools. On referral of a truant student, staff members of the district attorney (DA) notify the student’s parent. After contact, a meeting with the parent is scheduled. Escalation of truancy results in a formal letter being sent to the parent, placing the parent on notice that legal action will be taken against him or her if the student continues to be truant. If the student’s attendance improves or meets the school standards, the legal action is held in abeyance. If the truancy continues, the DA will go forward with legal action against the parent.

Evidence Base for Program. In an OJJDP paper titled “Truancy: First Step to a Lifetime of Problems” (Garry, 1996), truancy is cited as an indicator of and “stepping stone to delinquent and criminal activity” (p. 1). The article notes that several studies have documented the correlation between drugs and truancy. These studies have also found that parental neglect is a common cause of truancy and that school attendance improves when truancy programs hold parents accountable for their child’s school attendance and where intensive monitoring and counseling of truant students are provided.

OJJDP documents several programs that have proven successful and effective in reducing truancy. Operation Save Kids, a program in 12 elementary schools and two high schools in Peoria, Arizona, was a documented success. After the Office of the City Attorney notified the parent of the child's absence, attendance increased for 72 percent of the youth, and only 28 percent were referred for prosecution. The program requires that the Office of the City Attorney immediately contact the parent within three days of an unexcused absence. The parent must respond, outlining the measures that he or she has taken to ensure that the child is attending school. If the student continues to be truant, the Office of the City Attorney sends a second letter to the parent notifying him or her of its intent to request a criminal filing. In lieu of formal criminal proceedings, the prosecutor can refer the family to counseling or family support programs (Garry, 1996).

The ACT program shares many components with this successful program. Youth with chronic truancy are referred to the DA's office. Similar to the Save Kids program, the DA notifies the parents of the truant youth and follows up with a formal criminal filing if the parent fails to take appropriate corrective action. The OJJDP bulletin on the Juvenile Accountability Block Grants program (Gramckow and Tompkins, 1999) cites the ACT program and presents it as one model of an approach and program that holds juvenile offenders accountable for their behavior. The article states that

the program has experienced a 99 percent success rate in returning chronically absent minors to school and has generated enthusiasm within the community and the belief that the problem of truancy is not hopeless. Most important, ACT has empowered families to reestablish parental authority and improve family life. (Gramckow and Tompkins, 1999, p. 12)

Comparison Group and Reference Period. A pre/post design was used to evaluate ACT participants. A similar problem to the one noted earlier in the discussion of YSA youth exists for ACT. The pre/post design is subject to regression to the mean because participation in the program was triggered by the individual's truancy. Since those selected may have already had extreme truancy rates, a decrease in truancy is likely.

Big six outcomes were measured six months before and six months after program entry. The supplemental outcome, school absences, was measured in the six months before and after entry into the program.

Outcomes. For outcome measures, we examined 7,838 ACT youth. Consistent with program goals, ACT youth had significantly fewer school absences—a mean of 9.3 days—in the term after program entry than in the term immediately preceding program entry (when the mean absence was 17.6 days). Of the participants in this program, all of whom were at-risk youth, 0.2 percent were arrested in the six months before program entry and 0.3 percent in the six months after entering the program, a difference that is not statistically significant. ACT youth had only one incarceration in the six months before entering the program and only three during the six months after entering the program.²⁰ Probation outcomes were not applicable, since the program serves only at-risk youth. For more details, see Table E.11 in Appendix E. Cluster and gender data were not available for ACT.

²⁰ Because of the very low number of negative outcomes in both baseline and follow-up periods, we do not present a graph illustrating outcomes for ACT.

After-School Enrichment and Supervision Program

The County of Los Angeles Department of Parks and Recreation, the City of Los Angeles Department of Recreation and Parks, the Los Angeles Unified School District (LAUSD), the Los Angeles County Office of Education, other school districts, community-based service providers, and the Probation Department collaborate to provide after-school enrichment programs and supervision for youth on formal probation, as well as at-risk youth, in selected locations in the 85 school service areas. These after-school enrichment programs are located at county and city parks, schools, and CBOs. School-based DPOs refer probationers to after-school programs. The after-school services are offered at a time of the day when youth, especially probationers, are most likely to be without adult supervision, and are intended to reduce probationers' risk of reoffending.

The goals of the program are to provide early-intervention services for at-risk youth and to provide monitoring, especially between the hours of 3:00 p.m. and 6:00 p.m. The County of Los Angeles Department of Parks and Recreation and the City of Los Angeles Department of Recreation and Parks collaborate with Probation Department DPOs in providing supervision and individualized treatment services for at-risk and probation youth. The program strives to reduce juvenile crime by

- monitoring peer associations of probationers
- providing homework assistance for participant youth
- involving participant youth in prosocial activities.

Evidence Base for Program. The PARKS program is largely a manifestation of the Communities That Care model (Developmental Research and Programs, 1993), which combines research findings articulated by Hawkins and Catalano (1992) about risk and protective factors related to the development of delinquency.

Research has repeatedly identified risk factors associated with adolescent problem behaviors, such as failure to complete high school, teen pregnancy and parenting, and association with delinquent peers (Tolan and Guerra, 1994; Reiss, Miczek, and Roth, 1993; Hawkins, Catalano, and Miller, 1992; Dryfoos, 1990). The approach popularized by Hawkins and Catalano (1992) identifies a number of critical risk and protective factors in various domains. Ostensibly, the more risk factors to which a child is exposed, the greater the chance of the child's developing delinquent behavior and the greater the likelihood that this antisocial behavior will become serious. However, delinquency can be delayed or prevented by reducing risk factors and enhancing protective factors, such as positive social orientation, prosocial bonding, and clear and positive standards of behavior (OJJDP, 1995).

Communities can improve youths' chances of leading healthy, productive, crime-free lives by reducing economic and social deprivation and mitigating individual risk factors (e.g., poor family functioning, academic failure), while promoting their abilities to (1) bond with prosocial peers, family members, and mentors; (2) be productive in school, sports, and work; and (3) successfully navigate the various rules and socially accepted routines required in a variety of settings (Hawkins and Catalano, 1992; Connell, Aber, and Walker, 1995). Implicit in this perspective is the recognition that prevention programming must address risk factors at the appropriate developmental stage and as early as possible. JJCPA's PARKS program is based on the aforementioned theory and research.

Comparison Group and Reference Period. A pre/post design was used to evaluate the PARKS program. Since all PARKS participants were at-risk youth, the pre/post design is less problematic here than with other programs.

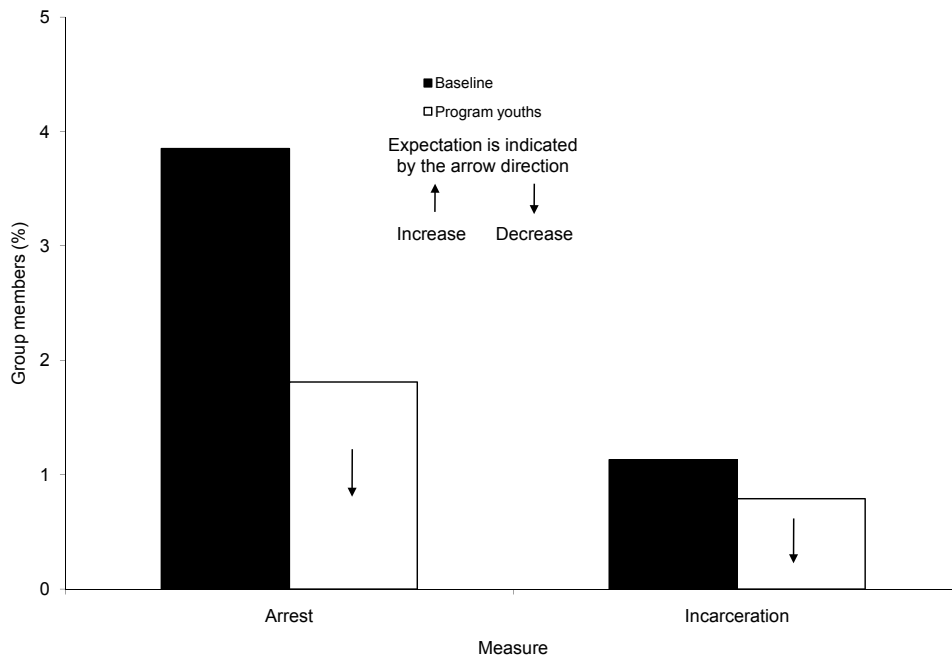
Big six outcomes, as well as the supplemental outcome of after-school arrests, were measured in the six months before and the six months following program entry.

Outcomes. To measure outcomes, we compared the performance of 883 PARKS youth in the six months before entering the program with their performance in the six months after entering. Targeted toward at-risk youth, the goal of the after-school enrichment program is to keep at-risk youth out of the juvenile-justice system. In the JJCPA program's in FY 2008–2009, 1.8 percent of the participants were arrested in the six months following program entry—compared to 3.8 percent in the six months prior to program entry, a statistically significant difference. Differences in the incarceration rates were not statistically different for the two periods. The supplemental outcome for this program, arrest rates between 3:00 p.m. and 6:00 p.m., were identical (0.68 percent) in both the six months prior to and the six months following program entry. For outcomes, see Figure 2.17. Additional details are provided in Table E.12 in Appendix E. Cluster and gender data were not available for this program.

Housing-Based Day Supervision Program

The HB program provides day, evening, and weekend supervision and services for probationers, at-risk youth, and their families who are residents in specific housing developments within the county. County and city housing authorities partner with CBOs, schools, the Probation Department, and other county agencies to provide a menu of services specific to the probationers living in public housing developments. Additionally, this program assists the families

Figure 2.17
After-School Enrichment Outcomes, FY 2008–2009



of probationers in gaining access to resources and services that will help them become self-sufficient, thereby reducing risk factors associated with juvenile delinquency.

Program goals are to

- provide early-intervention services for at-risk youth
- provide daily monitoring of probationers
- provide enhanced family services to probationers and at-risk youth
- increase school attendance and performance
- reduce crime rates in the housing units.

The HB program places DPOs at selected public housing developments to provide day services and supervision for probationers and at-risk youth and their families. HB DPOs employ strength-based case-management interventions based on the MST and FFT models. The HB program and case-management interventions are designed to empower parents with the skills, resources, and support needed to effectively parent their children. Additionally, school- and peer-level interventions are aimed at increasing school competencies and performance, decreasing the youth's involvement with delinquent drug-using peers, and increasing association with prosocial peers.

The program is goal oriented and strives to reduce delinquency and enhance family functioning and success by implementing case-management interventions and services that

- address criminogenic needs and risk factors, based on a research-based risk and need instrument validated for the Los Angeles delinquency population
- enhance parental monitoring skills
- enhance family affective relations
- decrease youth association with delinquent peers
- increase youth association with prosocial peers
- improve youth school performance
- engage youth in prosocial recreational outlets
- develop an indigenous support network.

Evidence Base for Program. The HB program is based on What Works and resiliency research (Latessa, Cullen, and Gendreau, 2002; Hawkins and Catalano, 1992) and treatment principles of MST and FFT (Henggeler and Schoenwald, 1998; Alexander and Parsons, 1982). The What Works research posits that effective programs (1) assess offender needs and risk; (2) employ treatment models that target such factors as family dysfunction, social skills, criminal thinking, and problem solving; (3) employ credentialed staff; (4) employ treatment decisions that are based on research; and (5) have program staff who understand the principles of effective interventions (Latessa, Cullen, and Gendreau, 2002).

The HB program is similar to MST and FFT in that services are delivered in the natural environment (e.g., home, school, and community) and the treatment plan is designed in collaboration with family members and is therefore family driven. Like FFT and MST, the HB program places emphasis on

- identifying factors in the adolescent's and family's social networks that are linked with antisocial behavior

- developing and reinforcing family strengths
- intervening with delinquent peer groups through the efforts of parents
- reversing the cycle of poor school performance.

Comparison Group and Reference Period. The HB program was evaluated using a pre/post design. Regression to the mean is a potential problem with the pre/post design used for this program, since program youth were selected based on a previous arrest that led to probation supervision or on high risk for such an arrest.

Big six outcomes were measured in the six months before program entry and in the six months after program entry. Supplemental outcomes include school attendance and housing-project crime rate. Attendance was measured in the last academic period before program entry and in the first complete academic period after program entry. Housing-project crime rates were measured in FY 2001–2002 and FY 2008–2009.

Outcomes. For outcome measures, we compared the pre/post performance of 121 HB youth. Consistent with program goals, HB youth showed significant increases in school attendance in the term after entering the program compared with the term immediately before entering, from 58.0 percent to 97.3 percent. Only one HB youth was arrested in the six months prior to program entry, and only two in the six months following entry into the program. HB youth had no incarcerations in either period.²¹ Since only two of the 121 youth in the program were probationers, probation outcomes were not applicable. The housing-project crime rate in FY 2008–2009, 992 per 10,000 residents, was higher than the 957-per-10,000-residents rate in FY 2001–2002. Details may be found in Table E.13 in Appendix E. Outcomes by gender are in Table F.7 in Appendix F. Analyses by cluster are shown in Table G.5 in Appendix G.

Inside-Out Writers

The IOW program aims to reduce crime by providing interpersonal skills in juvenile hall, through a biweekly writing class for youth subject to long-term detention in juvenile hall. The program teaches creative writing to incarcerated youth to discourage youth violence, building in its place a spirit of honest introspection, respect for others (values), and alternative ways of learning (skill-building activities). The participants' writings are distributed to parents, school libraries, government officials, and the general public.

The IOW program uses a writing program to develop interpersonal and communication skills for youth who volunteer for the program. The youth meet weekly, in sessions led by professional writers, to write and critique their writing work with others in the group. Youth are guided both in their writing and in their discussion of their written work, providing experience in building a supportive community. The professional writers work closely with the participant youth and provide activities consistent with resiliency research. The program activities involve

- *clear and consistent standards for prosocial behavior*: opportunities to accept responsibility and accountability for their actions
- *healthy beliefs*: open dialogues in which participants learn healthy values and express those learned values in writing and public speaking

²¹ Because of the very low number of negative outcomes in both baseline and follow-up periods, we do not present a graph illustrating outcomes for HB.

- *prosocial bonding with adults outside the youth's family*: positive adult role models who validate participants' capabilities and talents
- *opportunity for meaningful involvement in positive activities*: shared personal insights that benefit all participants
- *skill-building activities*: interpersonal skills learned through writing and oral communication
- *recognition*: writings of program youth are distributed to parents, schools, libraries, government officials, and the general public.

Evidence Base for Program. Many juvenile detainees have reading and writing levels significantly lower than their grade level and can be considered functionally illiterate. A study funded by OJJDP and replicated in several sites demonstrated that improving literacy also improved attitudes in detained juveniles. The authors also note that a juvenile's feeling of inadequacy has been reinforced by experiencing academic failure (Hodges, Giuliotti, and Porpotage, 1994).

Resiliency research has shown decreased crime and antisocial behaviors in programs that, like IOW, are based on the six bulleted points listed above (OJJDP, 2000).

Comparison Group and Reference Period. In previous years, the IOW program used a pre/post design for the big six outcomes, measuring participants' performance in the six months before entering juvenile hall and in the six months following release from the hall. In FY 2008–2009, CSA and Probation agreed that a more appropriate comparison would be between the current year's IOW participants and those whose outcomes were reported for the previous year, FY 2007–2008, with the goal of performing at least as well in the current year as in the previous year. A supplemental outcome, juvenile-hall behavior violations, was measured by the number of special incident reports (SIRs) in the first 30 days of the program and in the last 30 days of the program, or during month six of the program, whichever came first.

Outcomes. For outcome measures, we compared the performances of 1,502 FY 2008–2009 IOW youth. Contrary to program goals, the comparison group of FY 2007–2008 IOW youth had more-favorable results on all of the big six measures, although differences in incarceration rate, successful completion of restitution, and probation violations were not statistically significant. Differences in rates of arrest (34.2 percent for the current year's participants versus 28.0 percent for the comparison group), successful completion of probation (5.6 percent for the FY 2008–2009 cohort versus 8.8 percent for the previous year's cohort), and successful completion of community service (5.1 percent for this year's cohort versus 8.8 percent for the FY 2007–2008 program participants) were all statistically significant.²²

The mean number of SIRs six months after program entry were not statistically significant compared with the mean number of SIRs in the first month of the program—the means

²² We also performed a difference-in-differences test, comparing the pre/post differences in outcomes in FY 2008–2009 to those in FY 2007–2008. We found a significant effect only for completion of restitution, with an odds ratio of 0.543 and a 95-percent confidence interval of 0.311–0.948, indicating less favorable pre/post changes for the FY 2008–2009 group. For arrest and completion of community service, pre/post changes were not different for the groups, suggesting that, although the post outcomes were less favorable for the FY 2008–2009 group, the pre/post changes were the same. For example, 50.34 percent of the FY 2007–2008 youth had arrests in the pre period, contrasted with 27.97 percent in the post—a 44-percent reduction from pre to post periods. For FY 2008–2009, 61.72 percent of youth in the pre period were arrested, contrasted with 34.15 percent in the post—a 44.7-percent reduction from pre to post. Thus, although 34.15 percent is higher than 27.97 percent, the percentage change is the same for both years.

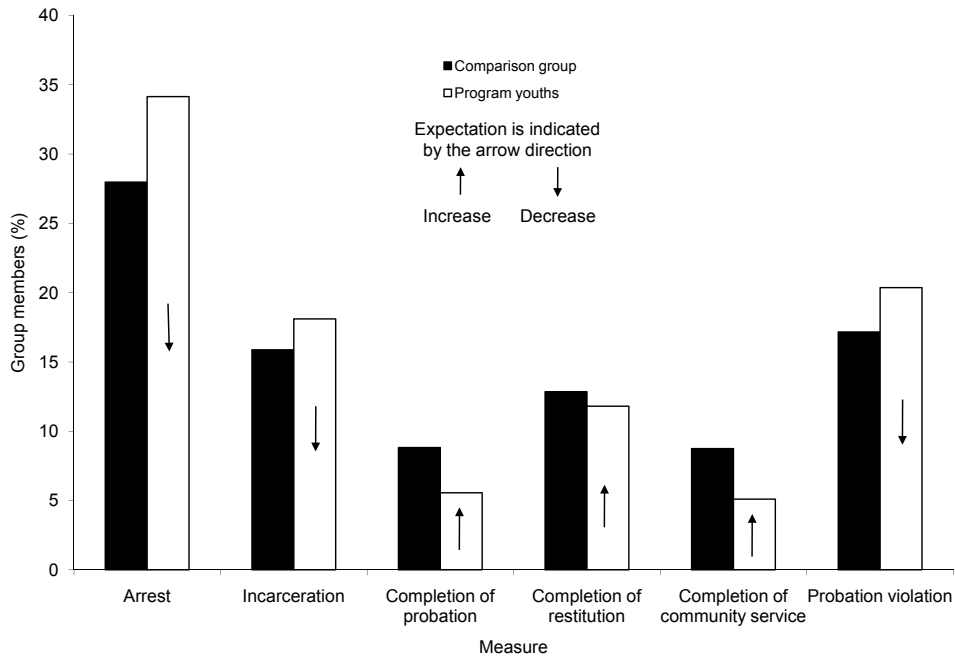
being 0.61 in the first month and 0.68 six months later. CSA-mandated outcome results are shown in Figure 2.18. Additional details are available in Table E.14 in Appendix E.

Cluster and gender data were not available for IOW participants in FY 2008–2009.

Summary of Outcomes for the Enhanced School- and Community-Based Services Initiative

Taken as a whole, youth in the Enhanced School- and Community-Based Services initiative had significantly better outcomes on all of the big six measures, as compared to the baseline period or comparison group. For the programs that used educational measures as supplemental outcomes, school attendance improved significantly in the term following program entry as compared with the previous term, and there were significant reductions in school suspensions and expulsions. All other supplemental outcomes showed significant improvement except for the PARKS program, in which the same number of arrests occurred between 3:00 p.m. and 6:00 p.m. during both the baseline and follow-up periods; HB housing-project crime rates, which were higher in FY 2008–2009 than in FY 2001–2002; and IOW SIRs.

Figure 2.18
Inside-Out Writers Outcomes, FY 2008–2009



Juvenile-Justice Costs for JJCPA Participants

In this chapter, we present analyses of the costs associated with JJCPA programs. The purpose of these analyses is to determine whether the programs “pay for themselves” by reducing juvenile-justice costs enough to offset the costs of administering the program. For a given individual, total juvenile-justice costs include

- *program costs*: per diem costs of providing program services
- *program supervision costs*: per diem costs for DPO supervision
- *juvenile-camp costs*: per diem costs for consignment to camp
- *juvenile-hall costs*: per diem costs for confinement to juvenile hall
- *arrest costs*: the cost per arrest by city or county law enforcement
- *court costs*: administrative costs for the courts, plus DA and public-defender costs.

In school-based programs, these costs may also be offset by savings resulting from increased attendance following program entry, as compared to prior to program entry. Our analyses compare total costs during the six months prior to program entry to costs in the six months after entering the program, a reference period that corresponds to that used in measuring big six and supplemental outcomes.¹ We give more detail about the estimation of each of these costs and savings in this chapter.

We would note also that, by definition, at-risk youth are likely to have virtually no preprogram juvenile-justice costs. Probationers, by contrast, may have been under supervision prior to program entry and may have also incurred other juvenile-justice costs. This implies that JJCPA programs that predominantly target probationers are more likely to see program costs offset by post-program-entry cost savings. Programs that primarily target at-risk youths, if successful, can be expected to show low juvenile-justice costs both before and after program entry, so program costs are not likely to be offset by savings in juvenile-justice costs. Long-term savings may result if at-risk youth are deterred from future offending, but data to make that determination will not be available until further in the future.

¹ For programs administered within juvenile halls, we measure costs during the six months prior to hall entry and six months following hall exit.

JJCPA Per Capita Costs

A total of 39,458 youth were served in Los Angeles County JJCPA programs in FY 2008–2009, at a total cost of \$31,449,570, or \$797 per participant.² As one might expect, some programs had lower per capita costs than others. In general, the larger programs, such as ACT, had lower per capita costs, whereas the programs that, like MST, offered more-extensive services to a smaller population with higher risks and needs had higher per capita costs. Table 3.1 shows the total budget for each program, the number of youth served in FY 2008–2009, and the cost per program participant. Overall, the cost per youth in the Enhanced Mental Health Services ini-

Table 3.1
Estimated Per Capita Costs, by JJCPA Program, FY 2008–2009

| Program/Initiative | Youth Served | Budget (\$) | Per Capita Expenditure (\$) (budget/youth served) |
|---|---------------|-------------------|--|
| I. Enhanced Mental Health Services initiative | 11,072 | 5,205,565 | 470 |
| MH | 10,925 | 4,651,750 | 426 |
| MST | 147 | 553,815 | 3,767 |
| II. Enhanced Services to High-Risk/High-Needs Youth initiative | 3,082 | 10,165,303 | 3,298 |
| SNC | 61 | 1,385,824 | 22,718 |
| YSA | 422 | 1,143,734 | 2,710 |
| YWAR/GSCOMM | 1,033 | 1,690,531 | 1,637 |
| HRHN | 1,566 | 5,945,215 | 3,796 |
| III. Enhanced School- and Community-Based Services initiative | 25,304 | 16,078,702 | 635 |
| SBHS-PROB | 5,820 | 8,230,316 | 1,414 |
| SBHS-AR | 984 | 1,251,512 | 1,272 |
| SBMS-PROB | 293 | 409,459 | 1,397 |
| SBMS-AR | 1,188 | 1,598,512 | 1,346 |
| ACT | 12,990 | 450,813 | 35 |
| PARKS | 987 | 2,624,090 | 2,659 |
| HB | 202 | 1,301,482 | 6,443 |
| IOW | 2,840 | 212,516 | 75 |
| All programs | 39,458 | 31,449,570 | 797 |

NOTE: Total budget for an initiative may not equal the sum of the budgets of its component parts due to rounding to the nearest dollar.

² The number of youth served in FY 2008–2009 is greater than the number of youth for whom outcome measures were reported to CSA because the time frames are different. Because the cost estimates in this chapter include arrests during the six-month eligibility period mandated for big six outcomes, the number of program youth will match the number used to report outcomes to CSA, not the total number served during the fiscal year.

tiative in FY 2008–2009 was \$470, whereas the Enhanced Services to High-Risk/High-Need Youth initiative cost \$3,298 per youth served, and the Enhanced School- and Community-Based Services programs spent \$635 per youth.

Components of Cost

Although Table 3.1 shows the costs of delivering JJCPA services in the various programs, other costs are also incurred for JJCPA participants. These include the cost of supervision for those on probation, the cost of juvenile hall for those who spend time in the halls, the cost of juvenile camp for those assigned to camp, the cost of receiving a technical violation of probation, and the various costs associated with being arrested. In our analysis of overall JJCPA costs, we have attempted to estimate each on a daily basis or unit cost to calculate the actual cost for each individual participant.

It should be emphasized that these are *estimated* costs, based on the best information available at the time of this writing. Most involve calculations using estimates provided by Probation or from publicly available data. These analyses are intended not to provide exact costs but to give an indication of approximate trends for each program and to allow comparisons for program participants in the six months after entering JJCPA programs versus the prior six months.

Program Cost

The daily program cost was calculated by determining the number of days each youth received services during FY 2008–2009, adding up the number of days served for all program participants, and dividing this total into the total budget for the program. Program costs varied considerably, from a daily average of \$0.16 for youth in ACT to \$98.80 per day for MST participants. Overall, JJCPA programs cost an average of \$5.44 per youth per day.

Probation Costs for Routine Supervision, Camp Stays, and Hall Stays

The estimated costs of routine probation supervision, juvenile-hall detention, and juvenile camp were provided by Probation during FY 2004–2005, as determined by its own internal audits. The cost of juvenile hall was estimated at \$60,710.45 per year, or \$166.33 per day. Each day in camp cost approximately \$121.92, and routine probation supervision was estimated to cost \$2,741.15 annually, or \$7.51 per day. We have converted these estimates to 2008 dollars,³ giving FY 2008–2009 estimates of \$188.10 per juvenile-hall day, \$137.88 per camp day, and \$8.49 per day of supervision.

Arrest Costs

Estimates of arrest costs were provided by the Los Angeles Police Department (LAPD) and the Los Angeles County Sheriff's Department in response to a request by the Los Angeles County Probation Department, which, in turn, made these estimates available to RAND researchers during FY 2004–2005. A juvenile arrest by the LAPD was estimated to cost \$473.13, an estimate provided by the LAPD that included the cost of officers on the scene and in the station

³ Conversion to 2008 dollars is based on the consumer price index of inflation provided by the Bureau of Labor Statistics (undated).

(four hours in all at \$34.90 per hour), the cost of review by a detective (1.5 hours at \$42.82 per hour), a citation package delivered to the DA (1 hour at \$34.90 per hour), and a booking fee of \$25. A juvenile arrest by the sheriff's department was estimated to cost \$1,661.88, including 4.5 hours of deputy generalists at \$75.95 per hour and 4.5 hours of a deputy's time at \$81.48 per hour for arrest, report writing, and transport; 4.5 hours of a deputy's time for case filing, investigation, and interview at \$81.48 per hour; and a booking fee of \$586.78. We have converted these estimates to 2008 dollars, giving \$535.06 per LAPD arrest and \$1,879.42 per arrest by the sheriff's department. In 2008, 19.83 percent of juvenile arrests were by the sheriff's department. Using these numbers, and using the LAPD estimates as a proxy for cost per arrest by other municipal police departments, we computed a weighted average cost of \$801.65 per arrest.

Court Costs

Court costs include several components, including the DA, the public defender, and the costs of the court itself. Whenever possible, we obtained estimates of these costs directly from the principals. When that was not possible, we estimated the costs using publicly available data sources.

California's Criminal Justice Statistics Center reports that, in 2008, 399,174 adult and juvenile cases were disposed of in Los Angeles County (California Department of Justice, undated). Using *Annual Report 2008–2009* (County of Los Angeles, 2009), we determined that the DA's total budget was \$352,125,000. Dividing the budget by the number of cases yields an estimate of \$882.13 per case⁴ for the DA's office.

The Los Angeles County annual report for 2008–2009 (County of Los Angeles, 2009) reports that, in FY 2008–2009, the public defender's office handled approximately 572,000 cases with a total budget of \$181,060,000, or an estimated \$316.54 per case.

The Judicial Council of California, Administrative Office of the Courts (2009), reports that the budget for the 48 Los Angeles County superior courts, where both adults and juveniles are tried, was \$871,362,236 in FY 2008–2009. Dividing by the 399,174 adult and juvenile cases disposed of in Los Angeles County in FY 2008–2009 yields an estimated cost of \$2,182.91 per disposition. Summing the estimated cost of the DA (\$882.13), the estimated cost of the public defender (\$316.54), and the estimated court cost (\$2,182.91) yields a total estimate of \$3,381.58 per court appearance.

Savings Resulting from Improved School Attendance

For the school-based programs only, we also estimated the savings based on improved school attendance during the term after starting the program versus the term before starting. These savings are based on the value of an average daily attendance (ADA) rate⁵ of \$28.51 for schools in LAUSD that have traditional schedules, \$31.49 for LAUSD year-round schools, and \$33.33 for schools in the Long Beach Unified School District.⁶ Other schools in Los Angeles County

⁴ This estimate is necessarily based on both adult and juvenile cases, since available budget data did not include a breakdown by juvenile versus adult cases.

⁵ ADA is calculated by dividing the school district budget by the number of students served, divided by 180 days per school year.

⁶ These ADAs were estimates obtained by Probation from the school districts in FY 2004–2005. If the school attended was unknown, we used the same ADA as for LAUSD traditional schools.

were estimated to have an ADA of \$30.00. We have converted these estimates to 2008 dollars, giving us estimates of \$32.24 for Los Angeles County schools with traditional schedules, \$35.61 for LAUSD year-round schools, \$37.69 for Long Beach schools, and \$33.93 for other schools.

Costs Not Included in These Estimates

Many cost-of-crime studies calculate victim-related costs per crime using an accounting approach (see, e.g., Miller, Cohen, and Wiersema, 1996). Other estimates may include non-market goods, such as environmental quality, or the effects that crime rates may have on property values (Heaton, 2010). Because we restrict our estimates to only measurable juvenile-justice costs, and because we restrict our estimates to a short period of time, our estimates will be significantly more conservative than other studies that take into account more external factors or look at costs over a longer reference period.

Cost Comparisons for Programs in the Enhanced Mental Health Services Initiative

Our cost comparisons involve estimates of program and other juvenile-justice costs during the six months after starting the program (follow-up) versus those in the six months before starting (baseline). In the case of programs administered within juvenile halls, we compare costs in the six months after release from the hall with those in the six months before entering the hall. For all JJCPA programs, the program cost in the baseline is assumed to be zero, a conservative cost estimate in the comparison period. Because mean costs are often driven by a relatively few individuals having high costs while many others have low costs (or none at all), we also present median costs, as well as means, in the tables in this chapter, to allow readers to identify estimated costs that are skewed due to high costs for a few individuals. A median that is substantially different from its corresponding mean indicates skewness, while similar mean and median for a given cost estimate indicate that the cost is more evenly distributed among youth in the program.

Costs for Mental-Health Screening, Assessment, and Treatment

Table 3.2 shows the components of program costs for the MH program. Since MH is administered within juvenile halls, the follow-up period refers to the six months after release from the hall, and the baseline refers to the six months before entering the hall. Results from our cost comparisons indicate that the lower arrest rate in the follow-up period for the MH program produced an average savings of \$1,071 per juvenile, and lower court costs in the follow-up period produced a modest mean savings of \$80. These potential savings were offset by higher costs for supervision, juvenile hall, and camps. This results in an overall higher mean cost per youth in the follow-up (\$14,546) than in the baseline (\$9,229).

Costs for Multisystemic Therapy

Cost components for MST are shown in Table 3.3. For this program, fewer court appearances in the follow-up period produced a significant saving (\$1,264) compared to the baseline period. Smaller savings for arrest and camp costs were offset by higher supervision and juvenile costs. The largest cost component, by far, for MST was program cost (\$14,321). Because of the

Table 3.2
Components of Program Costs for Mental-Health Screening, Assessment, and Treatment

| Component (unit) | Unit Cost (\$) | Baseline | | | Follow-Up | | | Difference (\$) | |
|---------------------|----------------|----------|-----------|-------------|-----------|-----------|-------------|-----------------|--------|
| | | Units | Mean (\$) | Median (\$) | Units | Mean (\$) | Median (\$) | Mean | Median |
| Program (day) | 21.32 | 0.00 | 0 | 0 | 21.16 | 451 | 298 | -451 | -298 |
| Supervision (day) | 8.49 | 123.36 | 1,047 | 1,528 | 158.21 | 1,343 | 1,528 | -296 | 0 |
| Arrest (arrest) | 801.65 | 1.90 | 1,522 | 1,603 | 0.56 | 451 | 0 | 1,071 | 1,603 |
| Juvenile hall (day) | 188.10 | 12.72 | 2,393 | 188 | 24.58 | 4,624 | 1,881 | -2,231 | -1,693 |
| Camp (day) | 137.88 | 6.99 | 964 | 0 | 32.30 | 4,453 | 0 | -3,489 | 0 |
| Court (appearance) | 3,381.58 | 0.98 | 3,304 | 3,382 | 0.95 | 3,224 | 3,382 | 80 | 0 |
| Mean total | | | 9,229 | 6,415 | | 14,546 | 10,556 | -5,317 | -4,141 |

NOTE: A positive number in the Difference columns indicates the estimated amount of program savings, while a negative number indicates that overall costs exceeded savings for the program.

Table 3.3
Components of Program Costs for Multisystemic Therapy

| Component (unit) | Unit Cost (\$) | Baseline | | | Follow-Up | | | Difference (\$) | |
|---------------------|----------------|----------|-----------|-------------|-----------|-----------|-------------|-----------------|---------|
| | | Units | Mean (\$) | Median (\$) | Units | Mean (\$) | Median (\$) | Mean | Median |
| Program (day) | 98.80 | 0.00 | 0 | 0 | 144.95 | 14,321 | 15,808 | -14,321 | -15,808 |
| Supervision (day) | 8.49 | 131.43 | 1,116 | 1,528 | 172.96 | 1,468 | 1,528 | -352 | 0 |
| Arrest (arrest) | 801.65 | 0.53 | 421 | 0 | 0.45 | 364 | 0 | 57 | 0 |
| Juvenile hall (day) | 188.10 | 7.41 | 1,395 | 0 | 7.65 | 1,438 | 0 | -43 | 0 |
| Camp (day) | 137.88 | 3.35 | 462 | 0 | 2.88 | 397 | 0 | 65 | 0 |
| Court (appearance) | 3,381.58 | 0.82 | 2,767 | 3,382 | 0.44 | 1,503 | 0 | 1,264 | 3,382 |
| Mean total | | | 6,161 | 4,910 | | 19,492 | 19,312 | -13,331 | -14,402 |

NOTE: A positive number in the Difference columns indicates the estimated amount of program savings, while a negative number indicates that overall costs exceeded savings for the program.

high program costs for MST, it would be very difficult to achieve enough juvenile-justice cost savings to offset program costs within only six months.

Cost Comparisons for Programs in the Enhanced Services to High-Risk/High-Need Youth Initiative

For this initiative, we again estimated the costs of the program along with other juvenile-justice costs during the baseline and follow-up periods. None of the programs in this initiative was

administered in juvenile hall, so the baseline and follow-up periods for all programs are defined in reference to the program start date.

Costs for Special Needs Court

As Table 3.4 indicates, juvenile-hall costs for SNC youth decreased markedly in the six months after program entry compared with the six months before (an average of \$10,115 per participant). We also saw savings in arrest and court costs in the follow-up, compared to the baseline. Taken together, these savings were enough to offset the high program cost (\$5,619) and higher supervision and camp costs, so that, overall, the SNC program showed a mean total saving of \$4,710 per participant.

Costs for Youth Substance-Abuse Intervention

Table 3.5 shows the components of cost for YSA participants. As with several other JJCPA programs, YSA incurs the largest mean cost from the program itself (\$2,059). Compared with the baseline period, follow-up costs for YSA were slightly higher for supervision. YSA participation was associated with an average cost savings in arrests (\$121), juvenile hall (\$231), camp (\$551), and court appearances (\$730). These costs savings, however, could not offset the overall program costs, which were slightly higher in the follow-up period than in the baseline period.

Costs for Young Women at Risk and Gender-Specific Community Programs

Table 3.6 shows the costs for YWAR in FY 2008–2009. YWAR participants had relatively little juvenile-justice system involvement in either the baseline or follow-up periods, so the primary costs associated with this program were those of administering the program (\$2,292 per participant).

As Table 3.7 shows, GSCOMM participants, consisting of both probationers and at-risk youth, had more juvenile-justice costs in FY 2008–2009 than did the participants shown in Table 3.6. However, there was little change in GSCOMM juvenile-justice costs between base-

Table 3.4
Components of Program Costs for Special Needs Court

| Component (unit) | Unit Cost (\$) | Baseline | | | Follow-Up | | | Difference (\$) | |
|---------------------|----------------|----------|-----------|-------------|-----------|-----------|-------------|-----------------|--------|
| | | Units | Mean (\$) | Median (\$) | Units | Mean (\$) | Median (\$) | Mean | Median |
| Program (day) | 31.99 | 0.00 | 0 | 0 | 175.64 | 5,619 | 5,758 | -5,619 | -5,758 |
| Supervision (day) | 8.49 | 61.19 | 520 | 8 | 100.22 | 851 | 1,528 | -331 | -1,520 |
| Arrest (arrest) | 801.65 | 0.89 | 713 | 802 | 0.25 | 200 | 0 | 513 | 802 |
| Juvenile hall (day) | 188.10 | 66.58 | 12,524 | 8,841 | 12.81 | 2,409 | 188 | 10,115 | 8,653 |
| Camp (day) | 137.88 | 0.22 | 31 | 0 | 5.44 | 751 | 0 | -720 | 0 |
| Court (appearance) | 3,381.58 | 1.03 | 3,476 | 3,382 | 0.81 | 2,724 | 3,382 | 752 | 0 |
| Mean total | | | 17,263 | 15,230 | | 12,553 | 10,193 | 4,710 | 5,037 |

NOTE: A positive number in the Difference columns indicates the estimated amount of program savings, while a negative number indicates that overall costs exceeded savings for the program.

Table 3.5
Components of Program Costs for Youth Substance Abuse Intervention

| Component (unit) | Unit Cost (\$) | Baseline | | | Follow-Up | | | Difference (\$) | |
|---------------------|----------------|----------|-----------|-------------|-----------|-----------|-------------|-----------------|--------|
| | | Units | Mean (\$) | Median (\$) | Units | Mean (\$) | Median (\$) | Mean | Median |
| Program (day) | 14.58 | 0.00 | 0 | 0 | 141.24 | 2,059 | 2,624 | -2,059 | -2,624 |
| Supervision (day) | 8.49 | 107.49 | 913 | 1,070 | 135.80 | 1,153 | 1,528 | -240 | -458 |
| Arrest (arrest) | 801.65 | 0.57 | 456 | 0 | 0.42 | 335 | 0 | 121 | 0 |
| Juvenile hall (day) | 188.10 | 6.52 | 1,227 | 0 | 5.30 | 996 | 0 | 231 | 0 |
| Camp (day) | 137.88 | 7.81 | 1,076 | 0 | 3.81 | 525 | 0 | 551 | 0 |
| Court (appearance) | 3,381.58 | 0.73 | 2,473 | 3,382 | 0.52 | 1,743 | 0 | 730 | 3,382 |
| Mean total | | | 6,145 | 4,349 | | 6,812 | 4,153 | -667 | 196 |

NOTE: A positive number in the Difference columns indicates the estimated amount of program savings, while a negative number indicates that overall costs exceeded savings for the program.

Table 3.6
Components of Program Costs for Young Women at Risk

| Component (unit) | Unit Cost (\$) | Baseline | | | Follow-Up | | | Difference (\$) | |
|---------------------|----------------|----------|-----------|-------------|-----------|-----------|-------------|-----------------|--------|
| | | Units | Mean (\$) | Median (\$) | Units | Mean (\$) | Median (\$) | Mean | Median |
| Program (day) | 14.11 | 0.00 | 0 | 0 | 162.41 | 2,292 | 2,540 | -2,292 | -2,540 |
| Supervision (day) | 8.49 | 1.57 | 13 | 0 | 2.96 | 25 | 0 | -12 | 0 |
| Arrest (arrest) | 801.65 | 0.03 | 20 | 0 | 0.02 | 16 | 0 | 4 | 0 |
| Juvenile hall (day) | 188.10 | 0.33 | 61 | 0 | 0.03 | 5 | 0 | 56 | 0 |
| Camp (day) | 137.88 | 0.44 | 60 | 0 | 0.00 | 0 | 0 | 60 | 0 |
| Court (appearance) | 3,381.58 | 0.01 | 17 | 0 | 0.02 | 51 | 0 | -34 | 0 |
| Mean total | | | 166 | 0 | | 2,389 | 2,540 | -2,223 | -2,540 |

NOTE: A positive number in the Difference columns indicates the estimated amount of program savings, while a negative number indicates that overall costs exceeded savings for the program.

line and follow-up, so the main expense for this program was for the program itself (\$1,230 per participant).

Costs for the High-Risk/High-Needs Program

As Table 3.8 indicates, the relatively large per capita cost for the HRHN program (\$3,506) was not offset by savings in all other categories of juvenile-justice expense except supervision. The high program cost caused the mean overall cost to be \$2,214 more per participant in the follow-up period than in the baseline.

Table 3.7
Components of Program Costs for Gender-Specific Community Program

| Component (unit) | Unit Cost (\$) | Baseline | | | Follow-Up | | | Difference (\$) | |
|---------------------|----------------|----------|-----------|-------------|-----------|-----------|-------------|-----------------|--------|
| | | Units | Mean (\$) | Median (\$) | Units | Mean (\$) | Median (\$) | Mean | Median |
| Program (day) | 14.11 | 0.00 | 0 | 0 | 87.14 | 1,230 | 1,044 | -1,230 | -1,044 |
| Supervision (day) | 8.49 | 23.30 | 198 | 0 | 24.03 | 204 | 0 | -6 | 0 |
| Arrest (arrest) | 801.65 | 0.09 | 72 | 0 | 0.07 | 54 | 0 | 18 | 0 |
| Juvenile hall (day) | 188.10 | 0.95 | 178 | 0 | 0.45 | 84 | 0 | 94 | 0 |
| Camp (day) | 137.88 | 0.45 | 63 | 0 | 0.49 | 68 | 0 | -5 | 0 |
| Court (appearance) | 3,381.58 | 0.14 | 464 | 0 | 0.10 | 327 | 0 | 137 | 0 |
| Mean total | | | 974 | 0 | | 1,962 | 1,298 | -988 | -1,298 |

NOTE: A positive number in the Difference columns indicates the estimated amount of program savings, while a negative number indicates that overall costs exceeded savings for the program.

Table 3.8
Components of Program Costs for High-Risk/High-Needs Program

| Component (unit) | Unit Cost (\$) | Baseline | | | Follow-Up | | | Difference (\$) | |
|---------------------|----------------|----------|-----------|-------------|-----------|-----------|-------------|-----------------|--------|
| | | Units | Mean (\$) | Median (\$) | Units | Mean (\$) | Median (\$) | Mean | Median |
| Program (day) | 34.53 | 0.00 | 0 | 0 | 101.53 | 3,506 | 3,522 | -3,506 | -3,522 |
| Supervision (day) | 8.49 | 120.34 | 1,022 | 1,528 | 125.66 | 1,067 | 1,528 | -45 | 0 |
| Arrest (arrest) | 801.65 | 0.48 | 387 | 0 | 0.43 | 348 | 0 | 39 | 0 |
| Juvenile hall (day) | 188.10 | 11.26 | 2,119 | 0 | 10.65 | 2,004 | 0 | 115 | 0 |
| Camp (day) | 137.88 | 14.64 | 2,019 | 0 | 10.58 | 1,459 | 0 | 560 | 0 |
| Court (appearance) | 3,381.58 | 0.68 | 2,300 | 0 | 0.50 | 1,690 | 0 | 610 | 0 |
| Mean total | | | 7,846 | 4,370 | | 10,060 | 6,880 | -2,214 | -2,510 |

NOTE: A positive number in the Difference columns indicates the estimated amount of program savings, while a negative number indicates that overall costs exceeded savings for the program.

Cost Comparisons for Programs in the Enhanced School- and Community-Based Services Initiative

As with the other FY 2008–2009 initiatives, we compared baseline and follow-up costs for each program. Baseline and follow-up periods were based on program start dates for all programs in this initiative except IOW, which was administered within the juvenile halls. The follow-up period for IOW participants is therefore defined as the six months after release from the hall, and the baseline period is the six months before entering the hall.

We also included school attendance as a component of total cost for the four school-based programs only.⁷ Attendance “costs” were actually a negative number and reflect the ADA value of improved attendance during the follow-up period, as compared with baseline attendance.

Costs for School-Based Probation Supervision for High-School Probationers

The SBHS-PROB program had lower total costs in the follow-up than in the baseline period in FY 2008–2009. As Table 3.9 shows, total follow-up costs (\$5,137) remained lower than baseline costs (\$6,026). Although supervision and juvenile-hall costs increased in the follow-up, decreases in arrest and camp costs (\$321 and \$314, respectively) and, especially, court costs (\$1,993) more than compensated. Costs for this program were relatively modest, and school attendance improved. The overall cost savings was \$889 per youth.

Costs for School-Based Probation Supervision for High-School At-Risk Youth

Table 3.10 shows the cost components of the SBHS-AR program. Although program costs were relatively modest compared with those for other JJCPA programs, they nonetheless made up the lion’s share (\$1,027) of the program’s total cost (\$1,071). Although no program participants were in camp during either baseline or follow-up, costs for all other components were slightly higher in the follow-up than in the baseline period. Gains in school attendance were relatively modest (\$336 per youth).

Costs for School-Based Probation Supervision for Middle-School Probationers

As Table 3.11 shows, the SBMS-PROB also had slightly lower total costs in the follow-up period (\$5,060) than in the baseline period (\$5,194), resulting in a saving of \$134 per participant. Arrest costs were somewhat lower and court costs considerably lower in the follow-up,

Table 3.9
Components of Program Costs for School-Based Probation Supervision for High-School Probationers

| Component (unit) | Unit Cost (\$) | Baseline | | | Follow-Up | | | Difference (\$) | |
|---------------------|----------------|----------|-----------|-------------|-----------|-----------|-------------|-----------------|--------|
| | | Units | Mean (\$) | Median (\$) | Units | Mean (\$) | Median (\$) | Mean | Median |
| Program (day) | 7.13 | 0.00 | 0 | 0 | 161.54 | 1,152 | 1,283 | -1,152 | -1,283 |
| Supervision (day) | 8.49 | 75.30 | 639 | 314 | 164.30 | 1,395 | 1,528 | -756 | -1,214 |
| Arrest (arrest) | 801.65 | 0.76 | 611 | 802 | 0.36 | 290 | 0 | 321 | 802 |
| Juvenile hall (day) | 188.10 | 4.46 | 838 | 0 | 5.53 | 1,041 | 0 | -203 | 0 |
| Camp (day) | 137.88 | 4.72 | 650 | 0 | 2.44 | 336 | 0 | 314 | 0 |
| Court (appearance) | 3,381.58 | 0.97 | 3,287 | 3,382 | 0.38 | 1,294 | 0 | 1,993 | 3,382 |
| Attendance (day) | Variable | | | | 14.10 | -455 | -387 | 455 | 387 |
| Mean total | | | 6,026 | 4,370 | | 5,137 | 2,812 | 889 | 1,558 |

NOTE: A positive number in the Difference columns indicates the estimated amount of program savings, while a negative number indicates that overall costs exceeded savings for the program.

⁷ For participants in the school-based programs for whom we did not have attendance data, we assumed that a comparison of their baseline and follow-up attendance produced no savings.

Table 3.10
Components of Program Costs for School-Based Probation Supervision for High-School At-Risk Youth

| Component (unit) | Unit Cost (\$) | Baseline | | | Follow-Up | | | Difference (\$) | |
|---------------------|----------------|----------|-----------|-------------|-----------|-----------|-------------|-----------------|--------|
| | | Units | Mean (\$) | Median (\$) | Units | Mean (\$) | Median (\$) | Mean | Median |
| Program (day) | 6.26 | 0.00 | 0 | 0 | 164.06 | 1,027 | 1,127 | -1,027 | -1,127 |
| Supervision (day) | 8.49 | 1.86 | 16 | 0 | 2.64 | 22 | 0 | -6 | 0 |
| Arrest (arrest) | 801.65 | 0.03 | 28 | 0 | 0.07 | 58 | 0 | -30 | 0 |
| Juvenile hall (day) | 188.10 | 0.04 | 8 | 0 | 0.38 | 71 | 0 | -63 | 0 |
| Camp (day) | 137.88 | 0.00 | 0 | 0 | 0.00 | 0 | 0 | 0 | 0 |
| Court (appearance) | 3,381.58 | 0.02 | 55 | 0 | 0.03 | 103 | 0 | -48 | 0 |
| Attendance (day) | Variable | | | | 10.42 | -336 | -322 | 336 | 322 |
| Mean total | | | 106 | 0 | | 1,071 | 1,030 | -965 | -1,030 |

NOTE: A positive number in the Difference columns indicates the estimated amount of program savings, while a negative number indicates that overall costs exceeded savings for the program.

Table 3.11
Components of Program Costs for School-Based Probation Supervision for Middle-School Probationers

| Component (unit) | Unit Cost (\$) | Baseline | | | Follow-Up | | | Difference (\$) | |
|---------------------|----------------|----------|-----------|-------------|-----------|-----------|-------------|-----------------|--------|
| | | Units | Mean (\$) | Median (\$) | Units | Mean (\$) | Median (\$) | Mean | Median |
| Program (day) | 7.50 | 0.00 | 0 | 0 | 151.22 | 1,134 | 1,350 | -1,134 | -1,350 |
| Supervision (day) | 8.49 | 68.43 | 581 | 306 | 162.03 | 1,376 | 1,528 | -795 | -1,222 |
| Arrest (arrest) | 801.65 | 0.80 | 644 | 802 | 0.37 | 298 | 0 | 346 | 802 |
| Juvenile hall (day) | 188.10 | 3.38 | 635 | 0 | 3.98 | 748 | 0 | -113 | 0 |
| Camp (day) | 137.88 | 0.96 | 132 | 0 | 1.06 | 147 | 0 | -15 | 0 |
| Court (appearance) | 3,381.58 | 0.95 | 3,202 | 3,382 | 0.53 | 1,781 | 0 | 1,421 | 3,382 |
| Attendance (day) | Variable | | | | 18.06 | -582 | -355 | 582 | 355 |
| Mean total | | | 5,194 | 4,425 | | 5,060 | 3,682 | 134 | 743 |

NOTE: A positive number in the Difference columns indicates the estimated amount of program savings, while a negative number indicates that overall costs exceeded savings for the program.

whereas costs for supervision, juvenile hall, and camp were higher. School attendance improved in the follow-up period, producing an average cost savings of \$582 per youth.

Costs for School-Based Probation Supervision for Middle-School At-Risk Youth

As with all JJCPA programs targeting at-risk youth, the largest cost component of SBMS-AR was program cost (\$964). However, as Table 3.12 shows, program cost was partially offset by

Table 3.12
Components of Program Costs for School-Based Probation Supervision for Middle-School At-Risk Youth

| Component (unit) | Unit Cost (\$) | Baseline | | | Follow-Up | | | Difference (\$) | |
|---------------------|----------------|----------|-----------|-------------|-----------|-----------|-------------|-----------------|--------|
| | | Units | Mean (\$) | Median (\$) | Units | Mean (\$) | Median (\$) | Mean | Median |
| Program (day) | 6.50 | 0.00 | 0 | 0 | 153.99 | 964 | 1,127 | -964 | -1,127 |
| Supervision (day) | 8.49 | 0.23 | 2 | 0 | 0.28 | 2 | 0 | 0 | 0 |
| Arrest (arrest) | 801.65 | 0.01 | 6 | 0 | 0.02 | 17 | 0 | -11 | 0 |
| Juvenile hall (day) | 188.10 | 0.00 | 0 | 0 | 0.03 | 6 | 0 | -6 | 0 |
| Camp (day) | 137.88 | 0.00 | 0 | 0 | 0.00 | 0 | 0 | 0 | 0 |
| Court (appearance) | 3,381.58 | 0.00 | 0 | 0 | 0.00 | 4 | 0 | -4 | 0 |
| Attendance (day) | Variable | | | | 15.43 | -497 | -161 | 497 | 161 |
| Mean total | | | 8 | 0 | | 595 | 860 | -587 | -860 |

NOTE: A positive number in the Difference columns indicates the estimated amount of program savings, while a negative number indicates that overall costs exceeded savings for the program.

improved attendance for participants in the SBMS-AR program, which resulted in a saving of \$497 per participant. Overall costs for these youth were very low in the baseline period (\$8), since few were involved in the juvenile-justice system, and follow-up costs were relatively low as well (\$595), producing an overall cost of \$587 per youth.

Costs for Abolish Chronic Truancy

ACT has the lowest per capita program cost of all Los Angeles County JJCPA programs, so program costs for FY 2008–2009 were quite modest (\$28 per youth). ACT youth had very little juvenile-justice system involvement during either the baseline or follow-up period, so all of the measurable follow-up costs came from administering the program, as Table 3.13 shows.

Table 3.13
Components of Program Costs for Abolish Chronic Truancy

| Component (unit) | Unit Cost (\$) | Baseline | | | Follow-Up | | | Difference (\$) | |
|---------------------|----------------|----------|-----------|-------------|-----------|-----------|-------------|-----------------|--------|
| | | Units | Mean (\$) | Median (\$) | Units | Mean (\$) | Median (\$) | Mean | Median |
| Program (day) | 0.16 | 0.00 | 0 | 0 | 177.88 | 28 | 29 | -28 | -29 |
| Supervision (day) | 8.49 | 0.00 | 0 | 0 | 0.00 | 0 | 0 | 0 | 0 |
| Arrest (arrest) | 801.65 | 0.00 | 0 | 0 | 0.00 | 0 | 0 | 0 | 0 |
| Juvenile hall (day) | 188.10 | 0.00 | 0 | 0 | 0.00 | 0 | 0 | 0 | 0 |
| Camp (day) | 137.88 | 0.00 | 0 | 0 | 0.00 | 0 | 0 | 0 | 0 |
| Court (appearance) | 3,381.58 | 0.00 | 0 | 0 | 0.00 | 0 | 0 | 0 | 0 |
| Mean total | | | 0 | 0 | | 28 | 29 | -28 | -29 |

NOTE: A positive number in the Difference columns indicates the estimated amount of program savings, while a negative number indicates that overall costs exceeded savings for the program.

There were effectively no baseline costs for ACT youth. The net average juvenile-justice cost of the ACT program was relatively modest, at \$28 per youth.

Costs for After-School Enrichment and Supervision

As is the case with other JJCPA programs that target at-risk youth, the main component of overall cost for PARKS was the cost of administering the program (\$2,217 per participant). As Table 3.14 indicates, all juvenile-justice costs were similar in the follow-up and baseline periods, so the total cost was \$2,246 more in the follow-up than in the baseline period.

Costs for Housing-Based Day Supervision

Table 3.15 shows the components of cost for HB youth. Although HB participants had a small savings for arrests (\$6) in the follow-up period, compared to the baseline period, and other juvenile-justice costs were identical in the two periods, any possible savings were dwarfed by the cost of the program itself (\$4,455). HB youth had no camp or juvenile-hall costs during either the baseline or the follow-up period. Because of the low level of juvenile-justice system involvement of HB participants, it would be effectively impossible to offset program costs within so short a time period as six months.

Costs for Inside-Out Writers

As noted earlier, the follow-up period for IOW youth is defined as the six months after release from juvenile hall, and the baseline consists of the six months before entering the hall. IOW per capita program costs are quite low (only \$0.34 per day), and participants spent considerably fewer days in the program than participants in other JJCPA programs. As a result, IOW program costs were the smallest component of total cost for the JJCPA program. As Table 3.16 indicates, nearly half of all IOW costs in the follow-up were attributable to camp costs (\$4,275), which more than tripled camp costs in the baseline period (\$1,194). Juvenile-hall costs were also much higher in the follow-up than in the baseline, resulting in a mean net cost of \$1,557 per IOW participant. Changes in other cost components from baseline to follow-up were

Table 3.14
Components of Program Costs for After-School Enrichment and Supervision

| Component (unit) | Unit Cost (\$) | Baseline | | | Follow-Up | | | Difference (\$) | |
|---------------------|----------------|----------|-----------|-------------|-----------|-----------|-------------|-----------------|--------|
| | | Units | Mean (\$) | Median (\$) | Units | Mean (\$) | Median (\$) | Mean | Median |
| Program (day) | 36.04 | 0.00 | 0 | 0 | 61.52 | 2,217 | 2,054 | -2,217 | -2,054 |
| Supervision (day) | 8.49 | 4.70 | 40 | 0 | 8.70 | 74 | 0 | -34 | 0 |
| Arrest (arrest) | 801.65 | 0.05 | 41 | 0 | 0.04 | 29 | 0 | 12 | 0 |
| Juvenile hall (day) | 188.10 | 0.60 | 113 | 0 | 0.58 | 109 | 0 | 4 | 0 |
| Camp (day) | 137.88 | 0.40 | 56 | 0 | 0.64 | 89 | 0 | -33 | 0 |
| Court (appearance) | 3,381.58 | 0.05 | 180 | 0 | 0.05 | 157 | 0 | 23 | 0 |
| Mean total | | | 429 | 0 | | 2,675 | 2,054 | -2,246 | -2,054 |

NOTE: A positive number in the Difference columns indicates the estimated amount of program savings, while a negative number indicates that overall costs exceeded savings for the program.

Table 3.15
Components of Program Costs for Housing-Based Day Supervision

| Component (unit) | Unit Cost (\$) | Baseline | | | Follow-Up | | | Difference (\$) | |
|---------------------|----------------|----------|-----------|-------------|-----------|-----------|-------------|-----------------|--------|
| | | Units | Mean (\$) | Median (\$) | Units | Mean (\$) | Median (\$) | Mean | Median |
| Program (day) | 25.69 | 0.00 | 0 | 0 | 173.42 | 4,455 | 4,624 | -4,455 | -4,624 |
| Supervision (day) | 8.49 | 2.98 | 25 | 0 | 2.98 | 25 | 0 | 0 | 0 |
| Arrest (arrest) | 801.65 | 0.01 | 7 | 0 | 0.02 | 13 | 0 | -6 | 0 |
| Juvenile hall (day) | 188.10 | 0.00 | 0 | 0 | 0.00 | 0 | 0 | 0 | 0 |
| Camp (day) | 137.88 | 0.00 | 0 | 0 | 0.00 | 0 | 0 | 0 | 0 |
| Court (appearance) | 3,381.58 | 0.01 | 28 | 0 | 0.01 | 28 | 0 | 0 | 0 |
| Mean total | | | 60 | 0 | | 4,522 | 4,624 | -4,462 | -4,624 |

NOTE: A positive number in the Difference columns indicates the estimated amount of program savings, while a negative number indicates that overall costs exceeded savings for the program.

Table 3.16
Components of Program Costs for Inside-Out Writers

| Component (unit) | Unit Cost (\$) | Baseline | | | Follow-Up | | | Difference (\$) | |
|---------------------|----------------|----------|-----------|-------------|-----------|-----------|-------------|-----------------|--------|
| | | Units | Mean (\$) | Median (\$) | Units | Mean (\$) | Median (\$) | Mean | Median |
| Program (day) | 0.34 | 0.00 | 0 | 0 | 127.60 | 43 | 61 | -43 | -61 |
| Supervision (day) | 8.49 | 103.26 | 877 | 1,350 | 144.86 | 1,230 | 1,528 | -353 | -178 |
| Arrest (arrest) | 801.65 | 1.73 | 1,388 | 1,603 | 0.49 | 389 | 0 | 999 | 1,603 |
| Juvenile hall (day) | 188.10 | 18.65 | 3,508 | 752 | 26.93 | 5,065 | 1,881 | -1,557 | -1,129 |
| Camp (day) | 137.88 | 8.66 | 1,194 | 0 | 31.01 | 4,275 | 0 | -3,081 | 0 |
| Court (appearance) | 3,381.58 | 0.87 | 2,958 | 3,382 | 0.85 | 2,862 | 3,382 | 96 | 0 |
| Mean total | | | 9,924 | 6,466 | | 13,864 | 9,910 | -3,940 | -3,444 |

NOTE: A positive number in the Difference columns indicates the estimated amount of program savings, while a negative number indicates that overall costs exceeded savings for the program.

relatively small, with reductions in arrest and court costs (\$999 and \$96, respectively) and an increase in supervision costs (\$353). Overall juvenile-justice costs for IOW participants averaged \$9,924 in the baseline and \$13,864 in the follow-up, a difference of \$3,940 per person.

Total Cost of Programs and Initiatives

Table 3.17 shows the mean total cost per participant in JJCPA programs in FY 2008–2009. Weighted averages are also shown for each initiative. It should be noted that the costs for each initiative are largely driven by the costs of the program or programs in that initiative that serve the most participants. Thus, MST costs have very little influence on the overall costs of the

Table 3.17
Mean of the Total Estimated Cost per Participant, by JJCPA Program, FY 2008–2009 (\$)

| Program | Baseline | | | Follow-Up | | | Participants | Difference |
|--|--------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|
| | Mean | 95% CI | | Mean | 95% CI | | | |
| I. Enhanced Mental Health Services initiative | 9,198 | 9,036 | 9,359 | 14,596 | 14,371 | 14,822 | 9,722 | -5,399 |
| MH | 9,229 | 9,067 | 9,392 | 14,546 | 14,319 | 14,773 | 9,623 | -5,317 |
| MST | 6,161 | 5,062 | 7,260 | 19,492 | 18,271 | 20,713 | 99 | -13,331 |
| II. Enhanced Services to High-Risk/High-Need Youth initiative | 5,563 | 5,277 | 5,848 | 7,261 | 6,987 | 7,535 | 2,929 | -1,698 |
| SNC | 17,263 | 12,185 | 22,340 | 12,553 | 9,727 | 15,380 | 36 | 4,710 |
| YSA | 6,145 | 5,301 | 6,988 | 6,812 | 6,052 | 7,572 | 227 | -667 |
| GSCOMM (including YWAR) | 803 | 621 | 986 | 2,052 | 1,903 | 2,201 | 934 | -1,249 |
| HRHN | 7,846 | 7,394 | 8,298 | 10,060 | 9,606 | 10,514 | 1,723 | -2,214 |
| III. Enhanced School- and Community-Based Services initiative | 2,424 | 2,359 | 2,489 | 2,854 | 2,779 | 2,929 | 15,194 | -430 |
| SBHS-PROB | 6,026 | 5,841 | 6,211 | 5,137 | 4,940 | 5,334 | 3,402 | 889 |
| SBHS-AR | 106 | 44 | 168 | 1,071 | 918 | 1,224 | 494 | -965 |
| SBMS-PROB | 5,194 | 4,634 | 5,754 | 5,060 | 4,422 | 5,698 | 188 | 134 |
| SBMS-AR | 8 | 2 | 15 | 595 | 529 | 661 | 766 | -587 |
| ACT | 0 | | | 28 | 28 | 29 | 7,838 | -28 |
| PARKS | 429 | 271 | 588 | 2,675 | 2,455 | 2,895 | 883 | -2,246 |
| HB | 60 | -37 | 156 | 4,522 | 4,386 | 4,658 | 121 | -4,462 |
| IOW | 9,924 | 9,429 | 10,420 | 13,864 | 13,266 | 14,462 | 1,502 | -3,940 |
| All programs | 5,119 | 5,046 | 5,192 | 7,417 | 7,324 | 7,511 | 27,845 | -2,298 |

NOTE: A positive number in the Difference column indicates the estimated amount of program savings, while a negative number indicates that overall costs exceeded savings for the program. CI indicates a 95-percent confidence interval.

Enhanced Mental Health Services initiative, since the vast majority of youth served within that initiative are in the MH program.

As we might expect, overall juvenile-justice costs for JJCPA participants were generally higher in the follow-up period (\$7,417) than in the baseline period (\$5,119), primarily because six months is not a long enough time to evaluate the long-term benefits of changes brought about by participating in JJCPA programs. The majority of the JJCPA programs, however, produced substantial average cost savings in arrests and court costs. If these cost savings were accumulated over a longer period of time, they might offset the substantial investment made in program costs. We are not able to extend the time frame to measure changes, however, because not enough time has elapsed to allow us to obtain data beyond a six-month period. With a longer follow-up period, the initial program costs may be offset by reductions in subsequent arrests and court appearances.

We note also that savings in juvenile-justice costs for arrests, camps, and juvenile halls do not take into account potential savings associated with improved family and community relations. Because we have no data on the value of such improvements, we are not able to include these factors in our estimates of cost differences between the baseline and follow-up periods.

It is actually somewhat surprising to note that participants in the Enhanced School- and Community-Based Services initiative had only slightly higher total juvenile-justice costs in the follow-up period than in the baseline period. This finding is driven primarily by cost savings among school-based high-school and middle-school probationers and the low costs of programs targeting at-risk youth.

Component Cost Savings, by Initiative

For each of the three FY 2008–2009 initiatives, Table 3.18 shows the mean net cost for each cost component—i.e., the mean difference between the cost in the six months before entering the program and the six months after entering. As we might expect, there are noticeable differences in mean component costs among the three initiatives. The Enhanced Mental Health Services initiative, which serves only probationers, showed fewer arrest costs but much higher

Table 3.18
Mean Net Costs for Initiatives, FY 2008–2009 (\$)

| Component | Enhanced Mental Health Services | Enhanced Services to High-Risk/ High-Need Youth | Enhanced School- and Community-Based Services |
|---------------|---------------------------------|---|---|
| Program | -592 | -2,759 | -537 |
| Supervision | -297 | -51 | -216 |
| Arrest | 1,061 | 43 | 174 |
| Juvenile hall | -2,209 | 239 | -203 |
| Camp | -3,453 | 366 | -236 |
| Court | 92 | 457 | 473 |
| Total | -5,399 | -1,698 | -430 |

NOTE: A positive number in this table indicates that mean costs were lower in the six months after beginning the program than in the six months before beginning. A negative number indicates that costs were higher after entering the program than before entering. Total costs may include savings resulting from improved school attendance. Because of missing data for some components, total cost may not equal the sum of the component costs.

camp and juvenile-hall costs after entering the program than before entering. The Enhanced Services to High-Risk/High-Need Youth initiative, which targets a large number of at-risk youth, saw the bulk of its expenses in program costs, whereas costs for arrests, juvenile hall, camp, and court were lower in the six months after entering the program. The Enhanced School- and Community-Based Services initiative, which targets a combination of probationers and at-risk youth, saw increased program, supervision, juvenile-hall, and camp costs but savings in arrest and court costs after entering the program.

In general, the higher rates of recidivism in higher-cost programs are due to their focus on more-serious juvenile offenders.

Summary and Conclusions

In this chapter, we summarize the evaluation findings for FY 2008–2009. In addition, we comment on limitations of the evaluation and offer suggestions for improving the research design for a subset of JJCPA programs.

Outcomes

The CSA-mandated big six outcomes generally showed a somewhat different pattern in FY 2008–2009 from patterns of previous fiscal years. JJCPA participants in the Enhanced Mental Health Services initiative were less likely than comparison-group youth to successfully complete probation and community service, and they had a higher rate of arrest. They did, however, also have a lower rate of probation violations. Youth in the Enhanced Services to High-Risk/High-Need Youth initiative had significantly fewer incarcerations than comparison-group youth, but lower rates of successful completion of probation, restitution, and community service. Program youth in the Enhanced School- and Community-Based Services initiative showed significantly better outcomes than comparison-group youth in all big six outcomes. Unlike previous years, participants in six of the nine JJCPA programs targeted at probationers showed lower probation-violation rates than comparison-group youth. In programs that used a pre/post design (ACT, PARKS, and HB), JJCPA youth tended to show fewer arrests and fewer incarcerations after program entry than before program entry, or to have rates not significantly different between the two periods.

Programs with contemporaneous comparison groups showed mixed results. SBHS-PROB program youth had significantly better outcomes than comparison-group youth in all of the probation-related big six outcomes, but there was no significant difference between the two groups in arrest and incarceration rates. SBMS-PROB youth showed a lower rate of probation violations than comparison-group youth, but differences in the other big six outcomes were not significantly different for the two groups. The much smaller programs MST and SNC showed no significant difference in big six outcomes from their respective comparison groups.

Programs that used historical comparison groups generally did less well than comparison-group youth, though the differences were not always statistically significant. FY 2008–2009 MH participants had a higher arrest rate than their FY 2007–2008 counterparts, completed probation and community service at a lower rate, and had more probation violations. Differences in incarceration and completion of restitution between the groups were not significant. Arrests and incarcerations were not significantly different for SBHS-AR and SBMS-AR youths versus their FY 2007–2008 counterparts. FY 2008–2009 HRHN participants had

significantly lower arrest and incarceration than their FY 2007–2008 counterparts, but they also had significantly lower rates of successful completion of probation, restitution, and community service. YSA big six outcomes were not significantly different for FY 2008–2009 and FY 2007–2008 participants. FY 2008–2009 participants in GSCOMM had fewer arrests and were more likely to successfully complete restitution than their FY 2007–2008 counterparts. Other outcomes were not significantly different for the two years. FY 2008–2009 IOW participants had more arrests, lower rates of successful completion of probation, and more probation violations than their counterparts from the previous fiscal year.

Supplemental outcomes, which varied from program to program, were generally more positive in the reference period after starting the program than in the comparable period before beginning the program. School attendance, in particular, improved markedly for those programs that used attendance as a supplemental outcome measure. For these programs, school suspensions and expulsions were likely to decrease as well. Programs whose supplemental outcomes were not school related also tended to show positive results in the measures used. Measures of risk, strengths, and barriers improved significantly for all four school-based programs. Only YSA, PARKS, and IOW had no significantly improved supplemental outcomes.

Efforts to Improve Quality of JJCPA Programs

Overview of Changes and Enhancements

JJCPA programs continued to undergo scrutiny and review from various stakeholder groups, such as the JJCC, schools, CBOs, probationers, and families. Through this feedback process, which is aimed at achieving continuous process and program improvement, the following major changes have been implemented:

- *Parent empowerment groups:* JJCPA clusters have implemented parent empowerment groups throughout the county at school-based sites. These parent empowerment groups provide skill training in monitoring the probationer's whereabouts and peer associations, participating in the probationer's school life, and building networks of family support.
- *Expansion of literacy interventions:* Operation Read has increased its involvement in JJCPA schools and program sites. JJCPA programs are using Operation Read to assist students in advancing their reading levels and in passing the high-school exit exam. Additionally, the school-based sites have implemented the county's library initiative, which offers youth online tutoring.
- *Expansion of school safety zones:* JJCPA continues to expand the monitoring and supervision of areas surrounding selected JJCPA school sites that have experienced an increase in gang or youth violence. Armed DPOs and the mobile gang DPOs work with school officials, law enforcement, and the Probation Department's gang DPOs in expanding the supervision and patrol areas around schools, housing developments, parks, libraries, and other service sites in HRHN communities. This allows for enhanced monitoring and the activation of Probation's harm-reduction approach, which seeks to remove violent offenders and gang members from areas where students are attending school or receiving services.
- *Implementation of the core JJCPA training curriculum:* JJCPA agency staff and CBO staff have been trained in adolescent stages of development, social learning interventions,

parent engagement intervention, strength-based case management, and motivational interviewing.

Cost Analysis

We also estimated total juvenile-justice costs per JJCPA participant in FY 2008–2009. These are based on estimated costs for program administration, probation costs (routine supervision, camp stays, and days in juvenile hall), arrests, and court appearances. For programs that measured school attendance, we also included a benefit (saving) of improved attendance. Although the overall total juvenile-justice cost per youth may not be completely accurate because of the limitation of our estimates of the cost components, putting a value on each component does allow us to compare the cost in the six months after starting the program with the cost in the six months before starting.

For most JJCPA programs, the largest component of total juvenile-justice cost is the cost of the JJCPA program itself. Most JJCPA youth had higher total juvenile-justice costs in the six months after entering the program than in the six months before entering the program, an outcome driven by these program costs. However, we would note two limitations of these analyses:

- If a youth participated in a non-JJCPA program, or in another JJCPA program, during the six months before beginning the present JJCPA program, these costs were not available to us. Therefore, the total preprogram cost, which, by definition, includes no program cost, may appear to be lower than it actually was.
- Six months may not be long enough to assess the longer-term savings in total juvenile-justice costs that may be attributable to participating in the JJCPA program.

Several JJCPA programs did produce average savings in several important outcomes, including the costs of arrests, juvenile hall, court, and camp.

Limitations of This Evaluation

Comparison Groups Versus Program Youth

As with any evaluation, there are inherent limitations in our assessment of the JJCPA program in Los Angeles County. As discussed in Chapter One, the current evaluation uses quasi-experimental designs to test the effectiveness of JJCPA programs. Quasi-experimental designs construct comparison groups using matching or other similar techniques and then compare the performance of the treatment population with that of the comparison group. Such comparison groups are always vulnerable to the criticism that they are somehow not comparable to the program group such that observed differences are not due to the program but rather to differences between the groups.

An ideal evaluation design would involve random assignment to either the program group or comparison group. Another strong design would compare program youth to those on a waiting list to get into the program. Neither of these scenarios is possible for JJCPA, which is mandated to serve all youth who need services. Other design weaknesses, such as pre/post

comparisons, will be evident to readers familiar with quasi-experimental designs. While stronger designs would be highly desirable, a strong comparison group is simply not available for programs that use a pre/post evaluation.

As we have noted, no randomized designs were used, and we were unable to verify the comparability of comparison groups for some of the programs, so observed differences between treatment and comparison groups may reflect pretreatment differences between the groups rather than treatment effects of the programs. Another limitation is the ability to follow program participants for only six months. Four JJCPA programs (MH, SBHS-AR, SBMS-AR, and HRHN) stopped using historical comparison groups from the years 2000 and 2003, with all four comparing performances of current participants to those of the preceding year. While we consider these comparison groups preferable to those used prior to FY 2008–2009, they remain historical (though more recent) and thus still imply a weaker design than one that included a contemporaneous comparison group.

We are also concerned about the composition and comparability of program and comparison-group youth in SNC. At a presentation at the Los Angeles County JJCC meeting in March 2007, we learned that, although SNC is not supposed to include minors declared incompetent or those with violent offenses, the judge can waive these exceptions and often does so. As a result, it was reported that, of the 50 then-active SNC participants, 13 had been declared incompetent and nine others had been arrested for a violent offense. Furthermore, those not accepted for SNC, who had been serving as our comparison group, were generally turned down because they were not deemed sufficiently “serious.” Thus, we had been comparing SNC youth who have more-severe problems than program guidelines dictate to youth whose problems were deemed not severe enough to qualify for the program. Under these circumstances, it is not surprising to find that comparison-group youth had better outcomes than SNC participants on four of the big six outcomes in FY 2008–2009.

Additional Changes to Comparison Groups

At the time JJCPA initially began (FY 2001–2002), several programs did not appear to have any identifiable comparison group, so a pre/post design was chosen to evaluate outcomes for these programs. We have previously noted the inherent weakness of the pre/post design, as well as its potential biases. For some JJCPA programs, the pre/post design was subsequently abandoned in favor of more-robust designs. For example, in FY 2001–2002 and FY 2002–2003, a pre/post design was used for SBHS-PROB and SBMS-PROB. Beginning in FY 2003–2004, outcomes for participants in these programs were compared to those of a group of routine probationers, matched to the school-based participants on multiple characteristics, using the statistical technique of propensity-score weighting. This produced a much stronger experimental design than the previous pre/post comparison.

As we have also noted, beginning in FY 2007–2008, older historical comparison groups for certain programs (MH, SBHS-AR, SBMS-AR, and HRHN) were replaced by comparisons to participants in the same program whose outcomes were reported to CSA for the previous fiscal year, with the goal that outcomes for the current year’s cohort would be at least as good as those of the previous cohort. In FY 2008–2009, strongly supported by CSA, Probation agreed to adopt a similar approach for three additional programs: YSA, GSCOMM, and IOW.

CSA did not insist on a similar approach for the remaining three programs (ACT, PARKS, and HB), because these programs primarily serve at-risk youth, so no probation-related outcomes are reported. We suggest that, although comparison to any historical group is

not as strong an experimental design as one that uses a contemporaneous comparison group, it is nonetheless preferable to a pre/post comparison. We are hopeful that, within the next year, Probation will consider using a comparison to the previous year's cohort for the three programs that retain a pre/post research design.

We also note that this year, in response to reviewer comments, we examined statistical tests of significance, not just between post-program outcomes for some programs, but considered pre (or baseline) performance of groups. We conducted difference-of-differences tests, which control for changes over time from year to year, as well as differences in the baseline measures for youth in the two different cohort years. In some instances, these results are consistent with those presented in our figures; in other instances, they indicate different interpretations of the findings. We indicate in footnotes our results for these additional tests.

Data Quality

Data used to compute outcome measures were extracted from databases maintained by Probation. Probation has worked with us in an attempt to maximize the quality and amount of data available. Data for the big six come from official records and are relatively easy to maintain and access. Data for supplemental outcomes are sometimes more problematic, as Probation's data are only as good as the information obtained from CBO service providers, schools, and other county government departments (e.g., the Department of Mental Health).

Data for some programs were relatively complete, and, for some programs, more data for supplemental outcomes were available in FY 2008–2009 than in previous years. In other programs, only a small fraction of program youth had data available for supplementary measures, calling into question the appropriateness of any findings based on such a small subsample. We will continue to work with Probation to increase the amount of data available for supplemental outcomes for all JJCPA programs.

Near the end of FY 2008–2009, Probation switched to a new database system. In theory, all data from the previous system were imported into the new system. However, we have found this importation to be incomplete. For example, in contrast to previous years, gender and cluster data were unavailable for participants in a majority of JJCPA programs. Data on arrests and dispositions were incomplete and had to be supplemented by data already at RAND from previous years in order to produce a complete set of records. We hope that, in the coming year, data extracted from the new system will be more complete.

Evaluating Outcomes and Treatment Process

CSA-mandated outcomes, as well as supplemental outcomes, are based on objectively observable events, such as arrests and school attendance, and are not concerned with process. Similarly, this evaluation has focused primarily on analyses of outcomes and costs.

This is the eighth year of RAND's JJCPA evaluation findings. Over the years, the strength and breadth of the evaluation have improved, as has the overall quality of the outcome data analyzed. More-rigorous comparison groups have been identified for some programs, enhanced, in some instances, by statistical techniques to equalize program and comparison groups on several factors, such as demographics, location, severity of the instant offense, and the presence of a gang order.

Future Direction

In the past decade, the field of criminal justice has been transforming. The Probation Department has reached a critical turning point and is undergoing a significant shift in the way it provides services. Probation services must determine the youth's criminogenic need in the assessment process, translate those factors into treatment and supervision objectives, and, ultimately, deliver interventions that have been shown to reduce those criminogenic needs while increasing protective factors. JJCPA programming has served as a catalyst for this change to occur. Additionally, the system reform occurring in juvenile justice at both the county and state levels and with the Division of Juvenile Justice (formerly California Youth Authority) and the Youthful Offender Block Grant initiatives, mental health through the Mental Health Services Act (MHSA) (Proposition 63, 2004), and child welfare through the Title IV-E Plan (California Department of Social Services, undated) is also playing a significant role in this system change. On top of these system reforms is the hot-button issue of gangs and gang violence. The County of Los Angeles is currently developing a multidimensional countywide gang-violence reduction strategy designed to target the multiple settings and systems in which probationers and at-risk youth are embedded. Additionally, the City of Los Angeles and the LAPD have advanced initiatives to address the rise in gang violence. Both county and city officials are working collaboratively to leverage resources and advance a well-coordinated, comprehensive model.

As noted earlier, this is the eighth consecutive year for which outcomes were reported to CSA and to the county. Results reflect the continuing collaboration between the evaluators and Probation to modify programs based on the integration of evaluation findings and effective juvenile-justice practices. We still see that the differences in outcomes between program participants and comparison-group youth are relatively small, although county-developed supplemental outcomes tend to be more favorable than state-mandated big six outcomes. Los Angeles County will continue to receive JJCPA funding on an annual basis and will continue to report outcomes to CSA annually.

Providers of JJCPA Program Services

Table A.1
Providers of JJCPA Program Services

| Program | Description |
|---|--|
| 10-20 Club | Individual and family counseling, tutoring, and after-school services |
| AASAP Inc. | Individual and family counseling |
| ABC USD Services | General counseling, mental-health counseling, academic accommodations and assistance |
| Able Family Support Treatment Center | Individual and family counseling, supportive services, substance-abuse treatment |
| About-Face | Counseling to adolescents and adults |
| ACTION Family Counseling Inc. | Treatment settings to provide different levels of intervention to a person or family in crisis, using a multidisciplinary team approach that addresses all aspects of a person's health and well-being |
| Action Group | Parenting classes, drug counseling utilizing the 12-step method, drug testing |
| Alcoholics Anonymous (AA) | 12-step alcohol-abuse treatment and counseling |
| Alcoholism Council of Antelope Valley National Council on Alcoholism | Substance-abuse treatment, case management, family counseling, teen process groups, random drug testing, education, and referrals |
| Alhambra High School Parent Academy | Parenting classes |
| Alhambra Police Department | Individual and family counseling, anger management |
| Alma Family Services | Group and individual counseling, community services, anger management, parenting classes |
| Almansor Center | Individual counseling for individuals on school grounds |
| Alternative Options | Substance-abuse counseling (intensive outpatient) |
| Amer-I-Can (Pasadena) | Life management, skill training |
| American Asian Pacific Ministries | Parenting classes, counseling, drug and alcohol counseling |
| American Asian Pacific Ministries DBA Family Care Center | Drug counseling, parenting classes, urinalysis testing, full distribution center, individual and family counseling, crisis intervention |
| Antelope Valley Youth and Family Services | Referral and intervention for at-risk youth and families, parent classes, anger management, community outreach, transportation assistance |
| Asian Pacific Family Center | Parenting classes, individual and family counseling |

Table A.1—Continued

| Program | Description |
|--|--|
| Atlantic Recovery | Counseling, drug testing, community services |
| Attitude Crew | Individual and group counseling, community services, anger management |
| Aztlan Family | Individual and family counseling |
| Baldwin Park Counseling | Counseling to offenders ages 16 and up |
| Barrion Action Youth Center | Individual and family counseling |
| Behavior Health Services | Drug and alcohol counseling and treatment |
| Bellflower Caring Connection | Individual and group counseling, community services, after-school services |
| Bellflower District Parenting Classes | Parenting classes |
| Bernie’s Little Women’s Center, Inc. | Substance-abuse counseling; individual, group, and family counseling; parenting classes; anger-management counseling; tutoring; community services |
| Bet Tzedek Legal Services | No-cost/low-cost legal representation for a wide array of issues, including landlord/tenant disputes, substandard housing, veteran benefits, kinship care, elder abuse, patient rights, consumer fraud, and conservatorships and guardianships |
| Bienvenidos Children’s Center | In-home outreach counseling, parenting training, psycho-educational counseling, mental-health services |
| Blessed Drug and Alcohol Treatment Program | Substance-abuse counseling; individual, group, and family counseling; anger-management counseling |
| Boys and Girls Club | Tutoring, after-school activities, communication services; job training; life skills; individual and family counseling for minors on probation |
| Boys and Girls Club of the San Fernando Valley | After-school, recreational, and family programs |
| Bright Futures Counseling | Tutoring, anger management, individual and peer-group counseling |
| Brotherhood Crusade | Mentoring, tutoring, anger management, financial literacy workshops, youth and parent empowerment workshops, field trips for at-risk youth |
| CalFam | Individual and family counseling |
| California Hispanic Commission on Alcohol and Drug Abuse, Inc. | Substance abuse services; individual, family, and group counseling |
| Casa Libre | Drug and alcohol counseling and treatment |
| Casa Youth Shelter | Outreach services for middle-school students in diverse communities, anger management, assertion training |
| Catholic Charities of LA | Life skills, parenting classes, tutoring, individual and family counseling, family advocacy |
| Centinela Youth Service | Mediation, anger management, victim restitution mediation |
| Challenging Families to Change | Chemical-dependency treatment, anger management, community services, drug diversion, domestic-violence services |
| Change Lanes | Counseling, tutoring, mentoring, anger management, peer discussion groups, community services |

Table A.1—Continued

| Program | Description |
|---|---|
| Child and Family Center | Drug and alcohol counseling |
| Child Net and Volunteer Center | Individual and family counseling, community services |
| Childrens Hospital Los Angeles | Drug and alcohol counseling |
| Children’s Center of the Antelope Valley | School-based mental-health services, family preservation, family support |
| Children’s Council of Los Angeles, Service Planning Areas 5 and 2 | Planning and promotion of the coordination of services for all children in the SPA 5 and SPA 2 regions to effect their protection, healthy growth, and development, as well as to advise the board of supervisors of the council’s findings and recommendations |
| The Church on the Way | Faith-based youth after-school literacy and tutoring, family support services, meeting space |
| Circle of Help Foundation | Substance-abuse treatment program, school-based services, mentoring, tutoring, community services |
| Citrus Counseling | Anger management, drug and alcohol counseling to adolescents and adults |
| City of Glendale Youth and Family Services | Referral and intervention for at-risk youth and families, community-service hours, workforce development and youth employment, youth activities (workshops, concerts, plays, and barbecue gatherings), graffiti-removal team, mentoring program |
| City of Long Beach Alcohol and Drug Rehabilitation | Drug counseling, including testing, individual and group counseling, community services |
| City of Long Beach Family Preservation | Support to families referred from DCFS and the Los Angeles County Probation Department; services include weekly in-home visitation, parenting classes and support groups, youth groups, counseling, job training services, and extensive linkages to community services |
| City of Los Angeles Gang Reduction and Youth Development | Gang prevention and intervention programs in the Pacoima and Panorama City areas |
| Clean N’ Sober Fellowship | Drug-abuser support group |
| Cloud and Fire Ministries | Faith-based youth after-school literacy and tutoring |
| Coalition of Mental Health Professionals | Mental-health counseling, sexual-abuse counseling |
| Commit to Achieve | Boot camp that focuses on prevention of youth violence through a combination of physical and academic training (San Gabriel Valley) |
| Community Family Guidance of Bellflower | Individual and family counseling, community services |
| County of Los Angeles Department of Beaches and Harbors | Los Angeles County 5-day ocean-sports camp, designed to offer young people the opportunity to experience and acquire skills in a wide variety of recreational activities, including surfing, sailing, kayaking, and body boarding |
| Sexual Offenders Program | Counseling to adolescents and adults |
| DiDi Hirsch | Mental health, anger management |
| Downtown Community Development YMCA | Recreation and after-school program, community-service hours, job training |
| Dr. Berman | Sexual-offender counseling |
| D’Veal Family and Youth Services | School-based individual and family counseling, anger management |

Table A.1—Continued

| Program | Description |
|--|--|
| East Los Angeles Regional Center | Services to individuals with developmental disabilities and their families |
| Edward Roybal Family Mental Health | Comprehensive therapeutic treatment in anger management, individual/family counseling |
| El Centro de Amistad | School-based and home-based counseling, psychiatric services, family support services |
| El Centro del Pueblo | Individual and family counseling, family preservation, in-home outreach counseling, parenting training, psycho-educational counseling, mental-health services |
| El Monte Community Relations | Community-service hours |
| El Nido Family Centers | Individual, group, and family counseling; parenting classes |
| El Proyecto Del Barrio | Substance-abuse treatment, workforce readiness, health and mental-health care, tutoring, study skills, educational support |
| Equilibrium Health Services | Addiction and substance-abuse treatment services |
| Families in Action | Parenting classes, youth education classes, anger management, workshop for couples |
| Families in Transitions | Family services (clothing, food, empowerment workshops, and mentoring) for homeless families |
| Family Development Network | Tutoring, parenting, anger management, individual counseling, after-school activities for probation and at-risk youth |
| Family Guidance Center | Parenting classes, individual counseling |
| Five Acres in Pasadena | Therapeutic behavioral services, community-service opportunities, wraparound services |
| FOCIS | Drug counseling, parenting, group and individual counseling |
| Foothill Family Services | Individual and family counseling, anger management, parenting classes |
| For the Child | School-, home-, and agency-based mental-health services for youth ages 2–18 and their families: individual and family counseling, case management, parenting classes, and domestic-violence treatment programs |
| Friends of the Family | Individual and family counseling; DCFS Prevention Initiative Demonstration Project lead agency |
| G.R.E.A.T. | Gangs, resistance, education, and training |
| Gang Alternative Program | Parenting classes, drug and gang intervention, services to improve school performance and attendance and reduce family conflict |
| Gang Reduction and Youth Development Prevention Agency | Individual and family counseling |
| Girl Scouts of San Fernando Valley | Dedicated to helping all girls everywhere fulfill their potential and gain valuable skills to ensure their future success |
| Grace Resource Center | Community-service hours |
| GREAT Program | Drug prevention, crime deterrence, law enforcement and fire department functions, decisionmaking skills for at-risk youth ages 12–17.5 in West Covina and Covina |

Table A.1—Continued

| Program | Description |
|---|--|
| Guidance Health Center | Individual and family counseling |
| Harbor Boys and Girls Club | Homework assistance; arts and crafts; Smart Moves programs; sports, fitness, and recreation in the Harbor Hills Housing Development Projects in the city of Lomita |
| Hathaway Family Center | Individual and family counseling, drug and alcohol counseling, parenting, community services |
| Hathaway Sycamores | Group home, foster care, family reunification, mental health, family support services |
| Helpline Youth Counseling, Inc. | Substance-abuse services; individual, family, and group counseling |
| Hillsides | Family preservation in-home outreach counseling, parenting training, psycho-educational counseling, mental-health services |
| Holy Family Church | Community-service hours, individual and group counseling |
| Homeboy Industries | Community-service hours, tattoo removal, job placement |
| Homework Center | After-school tutoring and homework help |
| Hoover High School | After-school tutorial services, work experience program, student resource center (mentoring and gang intervention and prevention), counseling services |
| Independence Community Treatment Clinic | Outpatient recovery services for teens and adolescents; individual, couples, and group therapy; anger management |
| Integrated Care Systems | Individual, group, and family counseling; tutoring services; community services; substance-abuse counseling |
| Jackie Robinson Park | Counseling, community services |
| Job Corps | Workforce readiness |
| Joint Efforts | Community-based organization that provides 12-step meeting, drug testing, drug treatment and prevention, and anger management |
| Jordan Downs Housing | Tutoring, individual counseling, parenting classes for residents and youth in housing projects |
| Kedren Community Mental Health | Community mental-health services, child-development programs |
| Kids in Sport | Sports activities in baseball, basketball, soccer, softball, swimming, and volleyball for boys and girls ages 5–17 |
| La Mirada Volunteer Center | Community-service hours, after-school programs, job training |
| Lakewood High School Resources | Individual and family counseling, community services, job training, parenting classes |
| LAPD Explorers | Preparation for future careers in law enforcement, community-service hours |
| LAPD Jeopardy | After-school gang-prevention, educational, and recreation programs |
| LAPD Juvenile Impact Program | Boot-camp program for at-risk youth between the ages of 14 and 17, parent education, family support services |
| Latino Family Services | Substance-abuse treatment |
| LAUSD Adult Education Division Programs | Adult education, high-school diplomas, GED preparation, literacy, workforce readiness |

Table A.1—Continued

| Program | Description |
|---|--|
| Learning Rights Law Center | Assistance to low-income families to resolve their child's education issues and gain access to an appropriate education and needed services |
| Light House Drug Center | Drug and alcohol counseling |
| Loma Alta Park | Community-service hours, volunteer opportunities |
| Long Beach Boys and Girls Club | National youth basketball initiative, launched by the National Basketball Association and the Women's National Basketball Association, to connect players, parents, and coaches |
| Long Beach Personal Involvement | Family-preservation services, in-home case management to help families mobilize formal and informal resources, individual and family counseling, community services, job training, parenting classes |
| Long Beach Truancy Counseling Center | Truancy counseling, referrals for job training, after-school programs |
| Long Beach Volunteer Center | Community-service hours, job training |
| Long Beach Young Men's Christian Association (YMCA) | Recreation and tutoring services |
| Los Angeles City Attorney's Office | School-based services, including parent interventions (Operation Bright Future) and safe passages programs |
| Los Angeles City Public Libraries | Educational enhancements and literacy programs |
| Los Angeles Community Alcohol and Drug Awareness (LA CADA) | Drug and alcohol counseling and treatment |
| Los Angeles County Department of Children's and Family Services | Family reunification; child protection; handling child-abuse, neglect, and abandonment cases |
| Los Angeles County Library | Online tutorial services |
| Luna Recovery | Drug and alcohol counseling, Parent Project, individual and group counseling |
| Management Solutions Group | Anger management, individual and family counseling |
| Marijuana Anonymous (MA) | 12-step substance-abuse treatment and counseling |
| Mary Immaculate Church of Pacoima | Faith-based youth after-school literacy and tutoring, family support services, meeting space |
| Masjid Gabrael | Community-service hours |
| Meeting Each Need with Dignity (MEND) | Individual and family support services for poverty issues |
| Mela Counseling | Drug and alcohol counseling and treatment |
| Mentoring and Partnership for Youth Development (MPYD) | School-based mentoring and teen empowerment program at John Muir High School, Pasadena |
| Montebello Methodist Church | Individual and family counseling, Parent Project, community services |
| Mustangs on the Move | School-based mentoring program at John Muir High School in Pasadena |
| My Friends House Church Support Center | Community-service hours |
| Narcotics Anonymous (NA) | 12-step substance-abuse treatment and counseling |
| National Council on Alcoholism and Drug Dependence (NCADD) | Drug and alcohol counseling and treatment (San Gabriel Valley to Pomona Valley) |

Table A.1—Continued

| Program | Description |
|--|---|
| Neighborhood Legal Services | No-cost/low-cost legal services and representation for low-income clients |
| New Beginnings | Drug and alcohol counseling and treatment, drug testing |
| New Hope Counseling | Individual and family counseling |
| New Horizons Family Center | Individual and family counseling, anger management, parenting classes |
| New Life Ministries | Parenting classes, individual counseling |
| Northeast Valley Health Corporation | School-based health clinics, no-cost/low-cost health-care services for uninsured children and adults |
| Norwalk Public Safety | Community-service hours |
| Pacific Asian Counseling Services | Individual and group counseling, anger management, community services, translation |
| Pacific Clinics | Parenting classes, individual and family counseling |
| Pacoima Beautiful | Graffiti removal, community beautification |
| Pacoima Charter Elementary School | Community mobilization, parent empowerment |
| Pacoima Community Initiative | Coordination of local public-safety, family support, and educational initiatives |
| The Parent Project | Parenting classes |
| Parents of Watts | Individual, group, and family counseling; parenting classes; anger-management counseling; tutoring; community services |
| Pasadena Humane Society | Community-service hours, volunteer opportunities |
| Pasadena Parks and Recreation | Community-service hours, volunteer opportunities, parenting classes |
| Pasadena Unified School District—IMPACT | School-based substance-abuse counseling |
| Pathways | Individual and group grief counseling |
| Penny Lane | FFT, family preservation, in-home outreach counseling, parenting training, group home, foster care, psycho-educational counseling, mental-health services |
| People Who Care | Individual and family counseling, parenting classes, anger-management counseling, tutoring, community services |
| Police Athletic League | Recreation and after-school program, community-service hours, job training |
| Pomona Boys and Girls Club | Community-service hours |
| Pomona Fists of Gold | Community-service hours |
| Pomona Inland Valley Resource Center | Community-service hours, graffiti removal |
| Pomona Open Door | Counseling to adolescents and adults |
| Pomona Unified School District | Individual and family counseling (San Gabriel and Pomona Valley area) |
| Pomona Unified School District Project Tools | Parenting and youth program at four Pomona schools |

Table A.1—Continued

| Program | Description |
|---|--|
| Pomona Unified School District Student Assistance Program (SAP) | Support group, grief and loss support group, attendance group |
| Pomona YMCA | Community-service hours, enrichment activities |
| Positive Alternatives for Youth | Individual and family counseling, alcohol and drug prevention |
| Positive Choices | Drug counseling, including testing, individual and group counseling, community services |
| Pride Platoon | Treatment, prevention, and disciplinary components to alter negative behavior, specifically for at-risk youth, overseen by Baldwin Park Police personnel |
| Project Grad | Support for student opportunity and access for underserved economically disadvantaged students in elementary, middle, and high school |
| Project IMPACT | Individual, group, and family counseling; parenting classes |
| Project Jade | Drug and alcohol counseling and treatment |
| Project Leads | Gang intervention |
| Prototypes | Drug and alcohol counseling and treatment, mental-health therapy |
| Providence Community Services | Substance-abuse counseling and prevention, behavior modification, anger management, individual and family counseling |
| Providence/Holy Cross Hospital | Tattoo removal, community-service hours |
| Pueblo y Salud, Inc. | Alcohol and tobacco prevention programs, environmental justice initiatives |
| Reach Families Christian Church. | Life enhancement program |
| St. John of God | Community-service hours, individual and group counseling |
| St. Peter Armenian Church and Youth Ministries Center | Community-service hours |
| The Salvation Army | Community-service hours, volunteer opportunities |
| San Fernando Valley Coalition on Gangs | Coordination of regional gang prevention, intervention, and suppression efforts |
| San Gabriel High School | After-school tutoring |
| Santa Anita Family Services | Individual counseling (San Gabriel Valley area) |
| Sexual Offenders Program | Counseling to adolescents and adults |
| Shield for Families | Substance-abuse counseling; individual, group, and family counseling; anger-management counseling; mental-health counseling; access to MST and FFT |
| Soledad Enrichment Action, Inc. | Teen counseling group, teen empowerment classes, parenting classes |
| Southeast Drug and Alcohol Program | Drug and alcohol counseling and treatment |
| Spirit Family Services | Individual, group, and family counseling; anger management; violence prevention; parenting skills (San Gabriel Valley) |
| Spirit Family Services/Claro Program | Mentoring for youth who are taggers (graffiti painters) |

Table A.1—Continued

| Program | Description |
|--|--|
| Starview Community Services | Individual and group counseling, anger management, parenting classes |
| Stirling Behavioral Health | School-based counseling and psychiatric services |
| Stop the Violence | Individual and family counseling |
| Superior Court Community Service Office | Community-service hours |
| Sycamores | School-based individual and family counseling, anger management |
| Tarzana Treatment Center | Substance-abuse services; individual, family, and group counseling |
| Teaching Obedience, Respect, Courage and Honor (T.O.R.C.H.) | Intensive 12-week youth and family program designed to “shock” participants’ consciences and awaken them to the realities of prison life |
| Tia Chucha’s Cultural Center | Arts workshops, events, and a culturally focused independent bookstore in an effort to promote arts enrichment and literacy in the culturally neglected Northeast San Fernando Valley and beyond |
| Toberman Settlement House | Gang intervention, life skills, mentoring, individual and family counseling |
| Try Again | Counseling, community-service hours, at-risk youth groups |
| University of Southern California Trojans Kids Corner Youth College Motivation Program | Promotion of education and athletics |
| Unusual Suspects Theatre Company | Theater arts for at-risk teens |
| Urban Education Partners | Learning environments that support high student achievement by strengthening families, schools, and communities |
| Valley Anger Management | Individual counseling, conflict resolution |
| Valley Child Guidance Center | Individual and family groups, resources for parents of youth at high risk, sexual-abuse treatment resources, child-abuse prevention, in-home counseling |
| Valley Economic Development Center | Employment and workforce readiness, business development services |
| Venice 2000 | Gang intervention |
| Venice Community Housing Corporation | Low-cost housing services, educational and social services |
| Verdugo Job Skills Center | Work experience and training for youth between the ages of 16 and 24 |
| Verdugo Mental Health | Individual and family counseling |
| Villa Elena Health Care Center | Community services, individual and group counseling |
| Volunteer Center | Community services, individual counseling |
| Volunteer Center of South Bay | Referrals to minors on probation for court-ordered community services, individual and family counseling |
| Volunteer Center—Simms Park | Community-service hours, job training, parenting classes |
| West San Gabriel Valley, Boys and Girls Club | Community-service hours |
| What’s Up | Outpatient substance-abuse treatment for adolescents |

Table A.1—Continued

| Program | Description |
|--|--|
| William Grant Still Cultural Center (City of Los Angeles Department of Cultural Affairs) | Art center focusing on the artistic efforts of the community reflecting the multicultural diversity of its neighborhood |
| Wilmington Recovery Center | 12-step meetings, drug testing, drug treatment and prevention, drug counseling, including testing, job training, community services, parenting classes |
| Windsor Palms Convalescent Home | Community-service hours |
| Women’s Community Reintegration Service and Education Center | DMH and Los Angeles County Sheriff’s Department collaboration for mothers reentering the community from jail |
| WorkSource Centers | Employment, workforce readiness |
| World Literacy Crusade | Substance-abuse counseling; individual, group, and family counseling; parenting classes; anger-management counseling and tutoring; mental-health counseling |
| Wraparound Services | Voluntary program offering therapy, parenting skills, support group, vocational assessment, recreational opportunities, school work, emotional and behavioral counseling |
| Y-ACES | YMCA after-care program |
| Youth Speak Collective | Literacy, community support services, recreation, leadership development |

SOURCE: List provided by Los Angeles County Probation Department.

NOTE: SPA = service planning area. DCFS = Los Angeles County Department of Children and Family Services.

Comparison Groups and Reference Periods for JJCPA Programs

The quasi-experimental design adopted for use in evaluating JJCPA programs provides for a comparison group for each program being evaluated. Comparison groups for all programs were initially selected by the Los Angeles County Probation Department and approved by BOC, before program implementation and before the choice of RAND as JJCPA evaluator. Whenever it was possible to identify a comparison group of youth who were similar to program youth, the evaluation involved comparing the performance of program youth with that of the comparison-group youth. If an appropriate comparison group could not be identified, a pre/post design was employed, whereby the performance of program youth after entering the program was compared with the same youths' performance before entering the program.¹

In the first two years of JJCPA, comparison groups were selected by Probation, with the consultation and approval of BOC. Data related to the criteria used in selecting these comparison groups were not available to RAND; thus, we were not able to verify their comparability. During FY 2003–2004, Probation collaborated with us to define new comparison groups for four of the JJCPA programs. For SNC and MST, we identified individuals who qualified for the program but were not accepted because of program limitations, or were “near misses” in terms of eligibility, as an appropriate comparison group. For the two school-based probationer programs, we used the statistical technique of propensity scoring (McCaffrey, Ridgeway, and Morral, 2004) to match program participants to youth on routine probation, based on six characteristics: Age, gender, race/ethnicity, offense severity of first arrest, and whether assigned a gang-avoidance order were used to generate new comparison groups for these programs in FY 2008–2009.²

Propensity-score weights are calculated by performing a logistical regression to predict whether a given youth is in the treatment group or the comparison group. The independent variables are those on which the two groups are to be matched. Weights for the comparison groups are the predicted value of the dependent variable. Weights for treatment-group youth are defined to be 1. These weights are then used to compare the mean values of the two groups on each of the independent variables. If the treatment and comparison groups show similar mean values when weights are applied, subsequent analyses that compare the two groups will also use these weights.

¹ Youth in the IOW program took part in the program while incarcerated in juvenile hall. Thus, they were not at risk for rearrest or reincarceration until they were released from the hall. For this program, we compared their performance after exiting the hall to their performance before entering the hall.

² Because so many comparison-group youths had missing data for cluster, we were unable to include cluster as a variable by which to match the two groups.

The HRHN program began reporting outcomes each year in FY 2005–2006. In FY 2005–2006 and FY 2006–2007, this program used a historical comparison group made up of FY 2003–2004 participants in either the Gang Intervention Services (GIS) program or the Camp to Community Transition Program (CCTP)³ who were not also currently participants in the HRHN program. We used propensity scoring to match HRHN participants to comparison-group youth, based on age, gender, race/ethnicity, criminal history, offense severity, cluster, and whether assigned a gang-avoidance order. Beginning in FY 2007–2008, current HRHN participants were compared to HRHN participants from the previous year, with the goal that the latter year’s participants would perform at least as well as participants from the preceding year. Also for the first time in FY 2007–2008, a similar approach was used in evaluating MH, SBMS-AR, and SBHS-AR by comparing current participants in each program to those of the previous year. Beginning with FY 2008–2009, only those MH participants who actually received treatment (as opposed to all who were screened) were used in reporting outcomes.

In FY 2008–2009, YSA, YWAR/GSCOMM, and IOW also began using the previous year’s cohort as a comparison group, leaving only ACT, PARKS, and HBS with pre/post research designs.

³ GIS and CCTP were discontinued as JJCPA programs after FY 2003–2004.

Probation's Ranking of the Big Six Outcome Measures

The Probation Department's rationale for the ranking of the big six CSA outcomes is as follows:

1. *Successful completion of probation:* Probation considers this the most definitive outcome measure. It captures the issues that brought the youth to Probation's attention (risk, criminogenic needs, and presenting offense) and the concerns of the court, as articulated by the conditions of probation. Thus, one of the core purposes of the Probation Department is to facilitate the successful completion of probation for youth.
2. *Arrest:* Although arrest is a valid and strong indicator of both recidivism and delinquency, not all arrests result in sustained petitions by the court. Therefore, Probation considers arrest an important indicator with this caveat and qualifier.
3. *Violation of probation:* As with arrests, violations are a key indicator of recidivism and delinquency. However, they represent subsequent sustained petitions only and do not necessarily prevent successful completion of probation.
4. *Incarceration:* Similar to arrest, incarceration is a valid indicator of delinquency and recidivism. However, incarceration may also be used as a sanction for case-management purposes, and courts often impose incarceration as a sanction to get the youth's attention.
5. *Successful completion of restitution:* This is an important measure that gives value and attention to victims. Because restitution is often beyond the youth's financial reach, the court may terminate probation even though restitution is still outstanding.
6. *Successful completion of community service:* Like restitution, this measure gives value and attention to victims and the community. Although this is an important measure, it does not reflect recidivism.

Community-Based Organizations That Provided Services for JJCPA Programs in FY 2008–2009

Table D.1
Community-Based Organizations That Provided Services for JJCPA Programs in FY 2008–2009

| Cluster Served | Community-Based Organization | JJCPA Program |
|----------------|---|---|
| 1 | Goodwill Southern California | HRHN Employment |
| 1 | I-ADARP, Inc. | HRHN Home-Based Services, GSCOMM |
| 1 | Soledad Enrichment Action, Inc. | HRHN Home-Based Services, HRHN Employment |
| 1 | Stars Behavioral Health Group | HRHN Home-Based Gender Specific |
| 2 | Asian American Drug Abuse Program | HRHN Home-Based Gender Specific |
| 2 | Girls Club of Los Angeles | GSCOMM |
| 2 | I-ADARP, Inc. | HRHN Home-Based Services |
| 2 | Soledad Enrichment Action, Inc. | HRHN Home-Based Services, HRHN Employment |
| 3 | Communities in Schools | HRHN Home-Based Services, HRHN Home-Based Gender Specific |
| 3 | I-ADARP, Inc. | HRHN Home-Based Services, GSCOMM |
| 3 | Jewish Vocational Service | HRHN Employment |
| 4 | Helpline Youth Counseling, Inc. | GSCOMM |
| 4 | Southern California Alcohol and Drug Programs, Inc. | HRHN Home-Based Services |
| 4 | Special Services for Groups | HRHN Employment |
| 4 | Stars Behavioral Health Group | HRHN Home-Based Services, HRHN Home-Based Gender Specific |
| 5 | Asian Youth Center | HRHN Home-Based Services, HRHN Home-Based Gender Specific |
| 5 | David and Margaret Home, Inc. | GSCOMM |
| 5 | Goodwill Southern California | HRHN Employment |
| 5 | Tarzana Treatment Centers, Inc. | HRHN Home-Based Services |

CSA-Mandated and Supplemental Outcomes for Individual JJCPA Programs, FY 2008–2009

Initiative I: Enhanced Mental Health Services

Table E.1
Outcomes for Mental-Health Screening, Assessment, and Treatment, FY 2008–2009

| CSA-Mandated Outcome | Program | | | Comparison | | |
|---------------------------------|---------|------------|-------------|------------|--------------------|-------------|
| | Number | Percentage | Sample Size | Number | Percentage | Sample Size |
| Arrest | 1,256 | 45.98 | 2,325 | 853 | 41.41 ^a | 2,060 |
| Incarceration | 660 | 28.39 | 2,325 | 534 | 25.92 | 2,060 |
| Completion of probation | 94 | 4.22 | 2,227 | 153 | 7.66 ^a | 1,998 |
| Completion of restitution | 153 | 10.28 | 1,488 | 156 | 11.09 | 1,407 |
| Completion of community service | 38 | 3.60 | 1,056 | 64 | 6.80 ^a | 941 |
| Probation violation | 546 | 24.52 | 2,227 | 418 | 20.92 ^a | 1,998 |

| CSA Supplemental Outcome | Baseline | | Follow-Up | |
|--------------------------|----------|-------------|--------------------|-------------|
| | Mean | Sample Size | Mean | Sample Size |
| BSI score | 53.22 | 377 | 49.07 ^a | 377 |

NOTE: The comparison group consists of all participants in the MH program who received mental-health services and whose outcomes would have been reportable during the previous fiscal year (FY 2007–2008). Mandated outcomes are measured at six months after release from juvenile hall. The supplemental outcome is measured at program entry and at three weeks after program entry.

^a Difference is statistically significant ($p < 0.05$).

Table E.2
Outcomes for Multisystemic Therapy, FY 2008–2009

| CSA-Mandated Outcome | Program | | | Comparison | | |
|---------------------------------|---------------------|------------|-------------|---------------------|------------|-------------|
| | Number ^a | Percentage | Sample Size | Number ^a | Percentage | Sample Size |
| Arrest | 31 | 31.31 | 99 | 22 | 33.33 | 66 |
| Incarceration | 12 | 12.12 | 99 | 10 | 15.15 | 66 |
| Completion of probation | 5 | 5.05 | 99 | 1 | 1.72 | 58 |
| Completion of restitution | 16 | 27.12 | 59 | 6 | 13.13 | 45 |
| Completion of community service | 2 | 5.41 | 37 | 0 | 0.00 | 30 |
| Probation violation | 8 | 8.08 | 99 | 9 | 15.52 | 58 |

| CSA Supplemental Outcome | Baseline | | | Follow-Up | | |
|--------------------------|---------------------|-------|-------------|---------------------|--------------------|-------------|
| | Number ^a | Mean | Sample Size | Number ^a | Mean | Sample Size |
| School attendance | | 57.71 | 40 | | 89.64 ^b | 40 |
| School suspensions | 7 | 20.59 | 34 | 3 | 8.82 | 34 |
| School expulsions | 3 | 8.82 | 34 | 2 | 5.88 | 34 |

NOTE: The comparison group consists of youth who qualified for MST in FY 2007–2008 and FY 2008–2009 but did not participate in the program, and were agreed on by MST staff, Probation Department staff, and RAND staff. The MST team identified these cases. Mandated outcomes are measured at six months after program entry (treatment group) and at six months after MST qualification (comparison group). Supplemental outcomes are measured at the last complete academic period before program entry and at the first complete academic period after program entry.

^a Statistical significance testing is invalid if less than 5.

^b Difference is statistically significant ($p < 0.05$).

Initiative II: Enhanced Services to High-Risk/High-Need Youth

Table E.3
Outcomes for Special Needs Court, FY 2008–2009

| CSA-Mandated Outcome | Program | | | Comparison | | |
|---------------------------------|---------------------|------------|-------------|---------------------|------------|-------------|
| | Number ^a | Percentage | Sample Size | Number ^a | Percentage | Sample Size |
| Arrest | 7 | 19.44 | 36 | 14 | 21.21 | 66 |
| Incarceration | 3 | 8.33 | 36 | 5 | 7.58 | 66 |
| Completion of probation | 1 | 3.03 | 33 | 12 | 20.00 | 60 |
| Completion of restitution | 3 | 14.29 | 21 | 3 | 8.11 | 37 |
| Completion of community service | 1 | 6.67 | 15 | 4 | 14.81 | 27 |
| Probation violation | 2 | 6.06 | 33 | 2 | 3.33 | 60 |
| | | Baseline | | | Follow-Up | |
| CSA Supplemental Outcome | | Mean | Sample Size | | Mean | Sample Size |
| Mean GAF score | | 44.95 | 19 | | 56.26 | 19 |

NOTE: The comparison group consists of “near misses” from SNC in FY 2007–2008 and FY 2008–2009, identified in collaboration with SNC staff, Probation Department staff, and RAND staff. SNC screened to identify “near misses” for SNC eligibility. Mandated outcomes are measured at six months after program entry (treatment group) and at six months after nonacceptance by SNC (comparison group). The supplemental outcome is measured at program entry and at six months after program entry.

^a Statistical significance testing is invalid if less than 5.

^b Difference is statistically significant ($p < 0.05$).

Table E.4
Outcomes for Youth Substance Abuse Intervention, FY 2008–2009

| CSA-Mandated Outcome | Program | | | Comparison | | |
|---------------------------------|----------|------------|-------------|------------|------------|-------------|
| | Number | Percentage | Sample Size | Number | Percentage | Sample Size |
| Arrest | 66 | 29.07 | 227 | 62 | 27.31 | 227 |
| Incarceration | 17 | 7.49 | 227 | 24 | 10.57 | 227 |
| Completion of probation | 21 | 11.23 | 187 | 34 | 16.11 | 211 |
| Completion of restitution | 39 | 28.47 | 137 | 44 | 29.14 | 151 |
| Completion of community service | 12 | 11.54 | 104 | 19 | 16.96 | 112 |
| Probation violation | 26 | 13.90 | 187 | 29 | 13.74 | 211 |
| CSA Supplemental Outcome | Baseline | | | Follow-Up | | |
| | Number | Percentage | Sample Size | Number | Percentage | Sample Size |
| % positive tests | | 34.57 | 76 | | 25.60 | 82 |
| % testing positive | 19 | 25.00 | 76 | 20 | 24.39 | 82 |

NOTE: The comparison group consists of all program participants whose outcomes were reported for the previous fiscal year (FY 2007–2008). Probation outcomes do not include at-risk youth; this program serves both at-risk and probation juveniles. Percentage of positive tests and percentage of youth who tested positive are measured at six months before program entry and at six months after program entry, or at program exit, whichever comes first.

Table E.5
Outcomes for Community-Based Gender-Specific Services, FY 2008–2009

| CSA-Mandated Outcome | Program | | | Comparison | | |
|---------------------------------|----------|-------------|--------------------|-------------|--------------------|-------------|
| | Number | Percentage | Sample Size | Number | Percentage | Sample Size |
| Arrest | 46 | 4.93 | 934 | 30 | 2.79 ^a | 1,075 |
| Incarceration | 9 | 0.96 | 934 | 6 | 0.56 | 1,075 |
| Completion of probation | 18 | 15.93 | 113 | 50 | 24.39 | 205 |
| Completion of restitution | 13 | 17.81 | 73 | 47 | 31.97 ^a | 147 |
| Completion of community service | 9 | 16.07 | 56 | 33 | 28.95 | 114 |
| Probation violation | 9 | 7.96 | 113 | 15 | 7.32 | 205 |
| CSA Supplemental Outcome | Baseline | | Follow-Up | | | |
| | Mean | Sample Size | Mean | Sample Size | | |
| Self-efficacy for girls | 27.38 | 647 | 31.30 ^a | 647 | | |

NOTE: The comparison group consists of all program participants whose outcomes were reported for the previous fiscal year (FY 2007–2008). Mandated outcomes are measured at six months after program entry. The supplemental outcome is measured at program entry and at six months after program entry or at program exit, whichever comes first.

^a Difference is statistically significant ($p < 0.05$).

Table E.6
Outcomes for High-Risk, High-Need Youth, FY 2008–2009

| CSA-Mandated Outcome | Program | | | Comparison | | |
|---------------------------------|---------|--------------------|-------------|------------|--------------------|-------------|
| | Number | Percentage | Sample Size | Number | Percentage | Sample Size |
| Arrest | 498 | 28.90 ^a | 1,723 | 409 | 32.30 | 1,269 |
| Incarceration | 215 | 12.48 ^a | 1,723 | 206 | 16.23 | 1,269 |
| Completion of probation | 141 | 10.71 | 1,316 | 188 | 15.19 ^a | 1,237 |
| Completion of restitution | 146 | 15.29 | 955 | 224 | 23.64 ^a | 940 |
| Completion of community service | 75 | 10.95 | 685 | 107 | 16.06 ^a | 664 |
| Probation violation | 210 | 15.96 | 1,316 | 208 | 16.73 | 1,237 |

| CSA Supplemental Outcome | Baseline | | | Follow-Up | | |
|--------------------------|---------------------|------|-------------|-----------|-------------------|-------------|
| | Number ^b | Mean | Sample Size | Number | Mean | Sample Size |
| Employment | 0 | 0.00 | 648 | 251 | 38.73 | 648 |
| Family relations | | 1.17 | 972 | | 6.16 ^b | 972 |

NOTE: The comparison group consists of all program participants whose outcomes were reported for the previous fiscal year (FY 2007–2008). Mandated outcomes are measured at six months after program entry. Employment is measured at six months prior to program entry and at six months after program entry. Family relations are measured at program entry and six months after program entry or at program exit, whichever comes first.

^a Difference is statistically significant ($p < 0.05$).

^b Statistical significance testing is invalid if less than 5.

Initiative III: Enhanced School- and Community-Based Services

Table E.7
Outcomes for School-Based High-School Probationers, FY 2008–2009

| CSA-Mandated Outcome | Program | | | Comparison | | |
|---------------------------------|---------|--------------------|-------------|------------|------------|-------------|
| | Number | Percentage | Sample Size | Number | Percentage | Sample Size |
| Arrest | 853 | 25.07 | 3,402 | 420 | 24.12 | 1,741 |
| Incarceration | 251 | 7.38 | 3,402 | 129 | 7.41 | 1,741 |
| Completion of probation | 390 | 12.06 ^a | 3,236 | 26 | 1.58 | 1,615 |
| Completion of restitution | 879 | 39.72 ^a | 2,213 | 349 | 32.03 | 1,091 |
| Completion of community service | 214 | 13.17 ^a | 1,625 | 14 | 1.53 | 899 |
| Probation violation | 282 | 8.71 ^a | 3,236 | 302 | 18.74 | 1,615 |

| CSA Supplemental Outcome | Baseline | | | Follow-Up | | |
|--------------------------|----------|-------|-------------|-----------|--------------------|-------------|
| | Number | Mean | Sample Size | Number | Mean | Sample Size |
| School attendance | | 68.84 | 2,480 | | 91.07 ^a | 2,480 |
| School suspensions | 624 | 27.74 | 2,239 | 259 | 11.57 ^a | 2,239 |
| School expulsions | 91 | 4.23 | 2,150 | 23 | 1.07 ^a | 2,150 |
| Strength score | | 8.58 | 1,742 | | 14.24 ^a | 1,742 |
| Risk score | | 6.54 | 1,740 | | 2.98 ^a | 1,740 |

NOTE: The comparison group consists of regular supervision probationers matched to JJCPA youth based on age, race/ethnicity, gender, cluster, arrest history, instant offense, and gang affiliation. Mandated outcomes are measured at six months after program entry (treatment group) and at six months after beginning probation (comparison group). School-based supplemental outcomes are measured at the last complete academic period before program entry and at the first complete academic period after program entry. Strength and risk outcomes are measured at program entry and six months after program entry or at program exit, whichever comes first.

^a Difference is statistically significant ($p < 0.05$).

Table E.8
Outcomes for School-Based Middle-School Probationers, FY 2008–2009

| CSA-Mandated Outcome | Program | | | Comparison | | |
|---------------------------------|---------|--------------------|-------------|---------------------|------------|-------------|
| | Number | Percentage | Sample Size | Number ^a | Percentage | Sample Size |
| Arrest | 54 | 28.72 | 188 | 46 | 27.20 | 169 |
| Incarceration | 15 | 7.98 | 188 | 24 | 14.09 | 169 |
| Completion of probation | 31 | 17.32 | 179 | 3 | 1.79 | 153 |
| Completion of restitution | 33 | 33.67 | 98 | 26 | 26.95 | 98 |
| Completion of community service | 17 | 17.17 | 99 | 2 | 2.60 | 78 |
| Probation violation | 21 | 11.73 ^b | 179 | 35 | 22.62 | 153 |

| CSA Supplemental Outcome | Baseline | | | Follow-Up | | |
|--------------------------|---------------------|-------|-------------|-----------|--------------------|-------------|
| | Number ^a | Mean | Sample Size | Number | Mean | Sample Size |
| School attendance | | 65.10 | 117 | | 93.35 ^b | 117 |
| School suspensions | 42 | 41.18 | 102 | 21 | 20.59 ^b | 102 |
| School expulsions | 3 | 2.94 | 102 | 5 | 4.90 | 102 |
| Strength score | | 7.84 | 100 | | 13.29 ^b | 100 |
| Risk score | | 6.40 | 96 | | 3.05 ^b | 96 |

NOTE: The comparison group consists of regular supervision probationers matched to JJCPA youth based on age, race/ethnicity, gender, cluster, arrest history, instant offense, and gang affiliation. Mandated outcomes are measured at six months after program entry (treatment group) and at six months after beginning probation (comparison group). School-based supplemental outcomes are measured at the last complete academic period before program entry and at the first complete academic period after program entry. Strength and risk outcomes are measured at program entry and six months after program entry or at program exit, whichever comes first.

^a Statistical significance testing is invalid if less than 5.

^b Difference is statistically significant ($p < 0.05$).

Table E.9
Outcomes for School-Based High-School At-Risk Youth, FY 2008–2009

| CSA-Mandated Outcome | Program | | | Comparison | | |
|---------------------------------|---------------------|------------|-------------|------------|------------|-------------|
| | Number ^a | Percentage | Sample Size | Number | Percentage | Sample Size |
| Arrest | 29 | 5.87 | 494 | 26 | 4.51 | 576 |
| Incarceration | 4 | 0.81 | 494 | 7 | 1.22 | 576 |
| Completion of probation | | n.a. | | | n.a. | |
| Completion of restitution | | n.a. | | | n.a. | |
| Completion of community service | | n.a. | | | n.a. | |
| Probation violation | | n.a. | | | n.a. | |

| CSA Supplemental Outcome | Baseline | | | Follow-Up | | |
|--------------------------|---------------------|-------|-------------|---------------------|--------------------|-------------|
| | Number ^a | Mean | Sample Size | Number ^a | Mean | Sample Size |
| School attendance | | 76.13 | 353 | | 92.59 ^b | 353 |
| School suspensions | 84 | 29.47 | 285 | 30 | 10.53 ^b | 285 |
| School expulsions | 2 | 0.77 | 260 | 0 | 0.00 | 260 |
| Strength score | | 10.21 | 267 | | 19.82 ^b | 267 |
| Barrier score | | 8.44 | 264 | | 5.72 ^b | 264 |

NOTE: The comparison group consists of all program participants whose outcomes were reported for the previous fiscal year (FY 2007–2008). Mandated outcomes are measured at six months after program entry. School-based supplemental outcomes are measured at the last complete academic period before program entry and at the first complete academic period after program entry. Strength and barrier outcomes are measured at program entry and six months after program entry or at program exit, whichever comes first.

^a Statistical significance testing is invalid if less than 5.

^b Difference is statistically significant ($p < 0.05$).

Table E.10
Outcomes for School-Based Middle-School At-Risk Youth, FY 2008–2009

| CSA-Mandated Outcome | Program | | | Comparison | | |
|---------------------------------|---------------------|------------|-------------|---------------------|------------|-------------|
| | Number ^a | Percentage | Sample Size | Number ^a | Percentage | Sample Size |
| Arrest | 14 | 1.83 | 766 | 13 | 1.76 | 738 |
| Incarceration | 1 | 0.13 | 766 | 2 | 0.27 | 738 |
| Completion of probation | | n.a. | | | n.a. | |
| Completion of restitution | | n.a. | | | n.a. | |
| Completion of community service | | n.a. | | | n.a. | |
| Probation violation | | n.a. | | | n.a. | |

| CSA Supplemental Outcome | Baseline | | | Follow-Up | | |
|--------------------------|---------------------|-------|-------------|---------------------|--------------------|-------------|
| | Number ^a | Mean | Sample Size | Number ^a | Mean | Sample Size |
| School attendance | | 78.83 | 631 | | 97.65 ^b | 631 |
| School suspensions | 129 | 22.95 | 562 | 73 | 12.99 ^b | 562 |
| School expulsions | 10 | 1.83 | 545 | 1 | 0.18 | 545 |
| Strength score | | 9.91 | 411 | | 18.08 ^b | 411 |
| Barrier score | | 8.28 | 410 | | 4.72 ^b | 410 |

NOTE: The comparison group consists of all program participants whose outcomes were reported for the previous fiscal year (FY 2007–2008). Mandated outcomes are measured at six months after program entry. School-based supplemental outcomes are measured at last complete academic period before program entry and at the first complete academic period after program entry. Strength and barrier outcomes are measured at program entry and six months after program entry or at program exit, whichever comes first.

^a Statistical significance testing is invalid if less than 5.

^b Difference is statistically significant ($p < 0.05$).

Table E.11
Outcomes for Abolish Chronic Truancy, FY 2008–2009

| CSA-Mandated Outcome | Baseline | | | Follow-Up | | |
|---------------------------------|---------------------|------------|-------------|---------------------|------------|-------------|
| | Number ^a | Percentage | Sample Size | Number ^a | Percentage | Sample Size |
| Arrest | 15 | 0.19 | 7,838 | 25 | 0.32 | 7,838 |
| Incarceration | 1 | 0.01 | 7,838 | 3 | 0.04 | 7,838 |
| Completion of probation | | n.a. | | | n.a. | |
| Completion of restitution | | n.a. | | | n.a. | |
| Completion of community service | | n.a. | | | n.a. | |
| Probation violation | | n.a. | | | n.a. | |

| CSA Supplemental Outcome | Baseline | | Follow-Up | |
|--------------------------|----------|-------------|-------------------|-------------|
| | Mean | Sample Size | Mean | Sample Size |
| School absences | 17.64 | 3,417 | 9.29 ^b | 3,417 |

NOTE: Mandated outcomes are measured at six months before and at six months after program entry. The supplemental outcome is measured at 180 days before and at 180 days after program entry.

^a Statistical significance testing is invalid if less than 5.

^b Difference is statistically significant ($p < 0.05$).

Table E.12
Outcomes for After-School Enrichment and Supervision, FY 2008–2009

| CSA-Mandated Outcome | Baseline | | | Follow-Up | | |
|---------------------------------|----------|------------|-------------|-----------|-------------------|-------------|
| | Number | Percentage | Sample Size | Number | Percentage | Sample Size |
| Arrest | 34 | 3.85 | 883 | 16 | 1.81 ^a | 883 |
| Incarceration | 10 | 1.13 | 883 | 7 | 0.79 | 883 |
| Completion of probation | | n.a. | | | n.a. | |
| Completion of restitution | | n.a. | | | n.a. | |
| Completion of community service | | n.a. | | | n.a. | |
| Probation violation | | n.a. | | | n.a. | |

| CSA Supplemental Outcome | Baseline | | | Follow-Up | | |
|--|----------|------------|-------------|-----------|------------|-------------|
| | Number | Percentage | Sample Size | Number | Percentage | Sample Size |
| After-school arrests (3:00 p.m.–6:00 p.m.) | 6 | 0.68 | 883 | 6 | 0.68 | 883 |

NOTE: Mandated outcomes are measured at six months before and at six months after program entry. School attendance is measured at the last complete academic period before program entry and at the first complete academic period after program entry. After-school arrests are measured at six months before and at six months after program entry. Probation outcomes do not include at-risk youth; this program serves both at-risk and probation juveniles.

^a Difference is statistically significant ($p < 0.05$).

Table E.13
Outcomes for Housing-Based Day Supervision, FY 2008–2009

| CSA-Mandated Outcome | Baseline | | | Follow-Up | | |
|---------------------------------|---------------------|------------|-------------|---------------------|------------|-------------|
| | Number ^a | Percentage | Sample Size | Number ^a | Percentage | Sample Size |
| Arrest | 1 | 0.83 | 121 | 2 | 1.65 | 121 |
| Incarceration | 0 | 0.00 | 121 | 0 | 0.00 | 121 |
| Completion of probation | | | | | | |
| Completion of restitution | | | | | | |
| Completion of community service | | | | | | |
| Probation violation | | | | | | |

| CSA Supplemental Outcome | Baseline | | Follow-Up | |
|----------------------------|--------------|-------------|--------------------|-------------|
| | Mean | Sample Size | Mean | Sample Size |
| School days attended | 57.99 | 105 | 97.28 ^b | 105 |
| | FY 2001–2002 | Sample Size | FY 2008–2009 | Sample Size |
| Housing-project crime rate | 957 | 9,149 | 992 | 10,856 |

NOTE: Mandated outcomes are measured at six months before and at six months after program entry. School attendance is measured at the last complete academic period before program entry and at the first complete academic period after program entry. Housing-project crime rate (per 10,000 population) is measured for the first year of the program and for the current year. Probation outcomes do not include at-risk youth; this program serves both at-risk and probation juveniles.

^a Statistical significance testing is invalid if less than 5.

^b Difference is statistically significant ($p < 0.05$).

Table E.14
Outcomes for Inside-Out Writers, FY 2008–2009

| CSA-Mandated Outcome | Program | | | Comparison | | |
|--|----------|-------------|-------------|-------------|--------------------|-------------|
| | Number | Percentage | Sample Size | Number | Percentage | Sample Size |
| Arrest | 513 | 34.15 | 1,502 | 245 | 27.97 ^a | 876 |
| Incarceration | 272 | 18.11 | 1,502 | 139 | 15.87 | 876 |
| Completion of probation | 74 | 5.56 | 1,331 | 74 | 8.82 ^a | 839 |
| Completion of restitution | 103 | 11.81 | 872 | 76 | 12.86 | 591 |
| Completion of community service | 33 | 5.10 | 647 | 42 | 8.75 ^a | 480 |
| Probation violation | 271 | 20.36 | 1,331 | 144 | 17.16 | 839 |
| CSA Supplemental Outcome | Baseline | | Follow-Up | | | |
| | Mean | Sample Size | Mean | Sample Size | | |
| Juvenile-hall behavioral violations—SIRs | 0.61 | 735 | 0.68 | 735 | | |

NOTE: The comparison group consists of all program participants whose outcomes were reported for the previous fiscal year (FY 2007–2008). Mandated outcomes are measured at six months after juvenile-hall exit. The supplemental outcome is measured in the first month of the program and at six months after program entry or in the last month of the program, whichever comes first.

^a Difference is statistically significant ($p < 0.05$).

CSA-Mandated Outcomes, by Gender

Note that, in FY 2008–2009, gender information was not available for ACT, GSCOMM, HRHN, IOW, MH, PARKS, YSA, or YWAR (although one assumes all YWAR participants to be female).

Table F.1
Outcomes for Multisystemic Therapy, FY 2008–2009

| CSA-Mandated Outcome | Females | | | Males | | |
|---------------------------------|---------|------------|-------------|--------|------------|-------------|
| | Number | Percentage | Sample Size | Number | Percentage | Sample Size |
| Arrest | 3 | 13.64 | 22 | 29 | 37.66 | 77 |
| Incarceration | 1 | 4.55 | 22 | 11 | 14.29 | 77 |
| Completion of probation | 1 | 4.55 | 22 | 4 | 5.19 | 77 |
| Completion of restitution | 3 | 25.00 | 12 | 13 | 27.66 | 47 |
| Completion of community service | 0 | 0.00 | 6 | 2 | 6.45 | 31 |
| Probation violation | 2 | 9.09 | 22 | 6 | 7.79 | 77 |

Table F.2
Outcomes for Special Needs Court, FY 2008–2009

| CSA-Mandated Outcome | Females | | | Males | | |
|---------------------------------|---------|------------|-------------|--------|------------|-------------|
| | Number | Percentage | Sample Size | Number | Percentage | Sample Size |
| Arrest | 1 | 11.11 | 9 | 6 | 22.22 | 27 |
| Incarceration | 0 | 0.00 | 9 | 3 | 11.11 | 27 |
| Completion of probation | 0 | 0.00 | 8 | 1 | 4.00 | 25 |
| Completion of restitution | 1 | 25.00 | 4 | 2 | 11.76 | 17 |
| Completion of community service | 0 | 0.00 | 2 | 1 | 7.69 | 13 |
| Probation violation | 0 | 0.00 | 8 | 2 | 8.00 | 25 |

Table F.3
Outcomes for School-Based High-School Probationers, FY 2008–2009

| CSA-Mandated Outcome | Females | | | Males | | |
|---------------------------------|---------|------------|-------------|--------|------------|-------------|
| | Number | Percentage | Sample Size | Number | Percentage | Sample Size |
| Arrest | 117 | 16.86 | 694 | 736 | 27.18 | 2,708 |
| Incarceration | 25 | 3.60 | 694 | 226 | 8.35 | 2,708 |
| Completion of probation | 108 | 16.59 | 651 | 282 | 10.91 | 2,585 |
| Completion of restitution | 186 | 44.60 | 417 | 693 | 38.59 | 1,796 |
| Completion of community service | 51 | 15.41 | 331 | 163 | 12.60 | 1,294 |
| Probation violation | 62 | 9.52 | 651 | 220 | 8.51 | 2,585 |

Table F.4
Outcomes for School-Based Middle-School Probationers, FY 2008–2009

| CSA-Mandated Outcome | Females | | | Males | | |
|---------------------------------|---------|------------|-------------|--------|------------|-------------|
| | Number | Percentage | Sample Size | Number | Percentage | Sample Size |
| Arrest | 8 | 24.24 | 33 | 46 | 29.68 | 155 |
| Incarceration | 3 | 9.09 | 33 | 12 | 7.74 | 155 |
| Completion of probation | 6 | 18.75 | 32 | 25 | 17.01 | 147 |
| Completion of restitution | 5 | 29.41 | 17 | 28 | 34.57 | 81 |
| Completion of community service | 3 | 21.43 | 14 | 14 | 16.47 | 85 |
| Probation violation | 1 | 3.13 | 32 | 20 | 13.61 | 147 |

Table F.5
Outcomes for School-Based High-School At-Risk Youth, FY 2008–2009

| CSA-Mandated Outcome | Females | | | Males | | |
|---------------------------------|---------|------------|-------------|--------|------------|-------------|
| | Number | Percentage | Sample Size | Number | Percentage | Sample Size |
| Arrest | 11 | 3.70 | 297 | 18 | 9.42 | 191 |
| Incarceration | 0 | 0.00 | 297 | 4 | 2.09 | 191 |
| Completion of probation | | n.a. | | | n.a. | |
| Completion of restitution | | n.a. | | | n.a. | |
| Completion of community service | | n.a. | | | n.a. | |
| Probation violation | | n.a. | | | n.a. | |

Table F.6
Outcomes for School-Based Middle School At-Risk Youth, FY 2008–2009

| CSA-Mandated Outcome | Females | | | Males | | |
|---------------------------------|---------|------------|-------------|--------|------------|-------------|
| | Number | Percentage | Sample Size | Number | Percentage | Sample Size |
| Arrest | 4 | 0.85 | 473 | 10 | 3.42 | 292 |
| Incarceration | 0 | 0.00 | 473 | 1 | 0.34 | 292 |
| Completion of probation | | n.a. | | | n.a. | |
| Completion of restitution | | n.a. | | | n.a. | |
| Completion of community service | | n.a. | | | n.a. | |
| Probation violation | | n.a. | | | n.a. | |

Table F.7
Outcomes for Housing-Based Day Supervision, FY 2008–2009

| CSA-Mandated Outcome | Females | | | Males | | |
|---------------------------------|---------|------------|-------------|--------|------------|-------------|
| | Number | Percentage | Sample Size | Number | Percentage | Sample Size |
| Arrest | 0 | 0.00 | 48 | 2 | 2.74 | 73 |
| Incarceration | 0 | 0.00 | 48 | 0 | 0.00 | 73 |
| Completion of probation | | n.a. | | | n.a. | |
| Completion of restitution | | n.a. | | | n.a. | |
| Completion of community service | | n.a. | | | n.a. | |
| Probation violation | | n.a. | | | n.a. | |

CSA-Mandated Outcomes, by Cluster

Note that, in FY 2008–2009, cluster information was not available for ACT, GSCOMM, HRHN, IOW, MH, MST, PARKS, SNC, YSA, or YWAR.

Table G.1
Outcomes for School-Based High-School Probationers, FY 2008–2009

| Outcome | Cluster 1 | | Cluster 2 | | Cluster 3 | | Cluster 4 | | Cluster 5 | |
|--------------------|-----------|-----|-----------|-----|-----------|-----|-----------|-----|-----------|-----|
| | % | N | % | N | % | N | % | N | % | N |
| Arrest | 26.55 | 727 | 29.43 | 785 | 19.01 | 463 | 23.27 | 735 | 24.59 | 671 |
| Incarceration | 5.23 | 727 | 11.21 | 785 | 8.21 | 463 | 7.07 | 735 | 4.62 | 671 |
| Complete probation | 11.24 | 694 | 8.79 | 751 | 15.38 | 442 | 13.37 | 688 | 13.13 | 640 |
| Restitution | 39.29 | 476 | 30.75 | 478 | 50.98 | 306 | 41.23 | 439 | 40.48 | 504 |
| Community service | 11.02 | 363 | 9.14 | 372 | 24.76 | 206 | 10.65 | 291 | 14.81 | 385 |
| Violation | 8.93 | 694 | 10.92 | 751 | 5.20 | 442 | 6.98 | 688 | 10.16 | 640 |

Table G.2
Outcomes for School-Based Middle-School Probationers, FY 2008–2009

| Outcome | Cluster 1 | | Cluster 2 | | Cluster 3 | | Cluster 4 | | Cluster 5 | |
|--------------------|-----------|----|-----------|----|-----------|----|-----------|----|-----------|----|
| | % | N | % | N | % | N | % | N | % | N |
| Arrest | 22.22 | 36 | 38.03 | 71 | 21.95 | 41 | 24.14 | 29 | 27.27 | 11 |
| Incarceration | 2.78 | 36 | 12.68 | 71 | 7.32 | 41 | 6.90 | 29 | 0.00 | 11 |
| Complete probation | 14.29 | 35 | 4.48 | 67 | 38.46 | 39 | 21.43 | 28 | 20.00 | 10 |
| Restitution | 34.78 | 23 | 9.68 | 31 | 63.64 | 22 | 28.57 | 14 | 50.00 | 8 |
| Community service | 13.64 | 22 | 5.88 | 34 | 38.10 | 21 | 17.65 | 17 | 20.00 | 5 |
| Violation | 5.71 | 35 | 14.93 | 67 | 5.13 | 39 | 21.43 | 28 | 10.00 | 10 |

Table G.3
Outcomes for School-Based High-School At-Risk Youth, FY 2008–2009

| Outcome | Cluster 1 | | Cluster 2 | | Cluster 3 | | Cluster 4 | | Cluster 5 | |
|--------------------|-----------|----|-----------|----|-----------|----|-----------|-----|-----------|-----|
| | % | N | % | N | % | N | % | N | % | N |
| Arrest | 4.76 | 21 | 3.16 | 96 | 0.00 | 17 | 6.50 | 123 | 7.59 | 224 |
| Incarceration | 0.00 | 21 | 0.00 | 96 | 0.00 | 17 | 0.81 | 123 | 1.34 | 224 |
| Complete probation | n.a. | | n.a. | | n.a. | | n.a. | | n.a. | |
| Restitution | n.a. | | n.a. | | n.a. | | n.a. | | n.a. | |
| Community service | n.a. | | n.a. | | n.a. | | n.a. | | n.a. | |
| Violation | n.a. | | n.a. | | n.a. | | n.a. | | n.a. | |

Table G.4
Outcomes for School-Based Middle-School At-Risk Youth, FY 2008–2009

| Outcome | Cluster 1 | | Cluster 2 | | Cluster 3 | | Cluster 4 | | Cluster 5 | |
|--------------------|-----------|----|-----------|-----|-----------|-----|-----------|-----|-----------|----|
| | % | N | % | N | % | N | % | N | % | N |
| Arrest | 1.06 | 94 | 0.35 | 284 | 1.72 | 116 | 2.79 | 179 | 4.55 | 88 |
| Incarceration | 0.00 | 94 | 0.00 | 284 | 0.00 | 116 | 0.00 | 179 | 1.14 | 88 |
| Complete probation | n.a. | | n.a. | | n.a. | | n.a. | | n.a. | |
| Restitution | n.a. | | n.a. | | n.a. | | n.a. | | n.a. | |
| Community service | n.a. | | n.a. | | n.a. | | n.a. | | n.a. | |
| Violation | n.a. | | n.a. | | n.a. | | n.a. | | n.a. | |

Table G.5
Outcomes for Housing-Based Day Supervision, FY 2008–2009

| Outcome | Cluster 1 | | Cluster 2 | | Cluster 3 | | Cluster 4 | | Cluster 5 | |
|--------------------|-----------|----|-----------|----|-----------|----|-----------|----|-----------|---|
| | % | N | % | N | % | N | % | N | % | N |
| Arrest | 0.00 | 19 | 1.89 | 53 | 0.00 | 20 | 3.33 | 30 | | 0 |
| Incarceration | 0.00 | 19 | 0.00 | 53 | 0.00 | 20 | 0.00 | 30 | | 0 |
| Complete probation | n.a. | | n.a. | | n.a. | | n.a. | | n.a. | |
| Restitution | n.a. | | n.a. | | n.a. | | n.a. | | n.a. | |
| Community service | n.a. | | n.a. | | n.a. | | n.a. | | n.a. | |
| Violation | n.a. | | n.a. | | n.a. | | n.a. | | n.a. | |

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