

MICOR Final Local Evaluation Report (LER) Santa Clara County Probation



EXECUTIVE SUMMARY

DID THE PROJECT WORK AS INTENDED? IF NOT, EXPLAIN WHY.

The MIOCR grant awarded to Santa Clara County Probation was successful as the intended goals were accomplished. The MIOCR grant provided financial support to better serve the Santa Clara County community by focusing on youth with mental health issues who are involved in the juvenile justice system to ensure service delivery matches their needs.

WHAT WERE THE PROJECT ACCOMPLISHMENTS?

By creating a culturally aware, responsive, and trauma informed team, leadership was able to ensure youth's needs were matched closely with providers who resemble the cultural background of participants. The MIOCR grant further increased capacity to deliver services to the community. The addition of a Social Worker to the Dually Involved Youth Unit (DIYU) and in-kind matching of a Deputy Probation Officer by the Probation Department, allowed the unit to be fully staffed and increase the number of youth served in the last three years. In addition, the DIYU was responsible for conducting all Dual Status Reports pursuant to Section 241.1 of the Welfare and Institutions Code except for youth from outside Santa Clara County. These achievements were possible by adding an extra team to the Unit (Social Worker and Probation Officer). Trainings provided by the National Compadres Network (NCN) brought cultural awareness to the many system partners who participated in these trainings (n = 270). The Steering Committee overseeing the Commercially, Sexually Exploited (CSE) youth also implemented a new assessment tool and now all youth entering the juvenile justice system in Santa Clara County are screened and referred to services as needed. In addition, the Youth Advisory Council (YAC), provided former juvenile justice involved youth with the opportunity to voice their concerns and to use their experiences to shape policies and procedures affecting fellow youth in the juvenile justice system.

WHAT GOALS WERE ACCOMPLISHED?

All identified goals were accomplished by the conclusion of the MIOCR grant.

- a. **Create a culturally aware and responsive system** – The Dually Involved Youth Unit (DIYU) started rendering services to dually-involved youth in July 2014 in Santa Clara County. This collaborative effort includes Social Workers, Probation Officers, and Youth Advocates working together to provide cohesive services which address the experiences of this population. It also includes an Executive Steering Committee and subcommittees (Legal & Policy, Data, Training, and Practice & Resources) comprised of leaders from all three systems: Probation, Department of Family and Children's Services (DFCS), and Behavioral Health Services (BHS), in addition to other stakeholders such as judges, advocates, community based-organization leaders, all working in partnership to guide the County efforts to address the needs of dually-involved youth and their families. The DIY Executive Steering Committee was in existence prior to the MIOCR funding. However, the MIOCR funding further strengthened the collaboration across Probation, DFCS, and BHS.

- b. **Expand ability and capacity to help youth across systems** – the MIOCR grant facilitated the hiring of an additional Social Worker to work in the DIYU in conjunction with an in-kind match of a Deputy Probation Officer from the Probation Department. This not only increased capacity to serve more youth in the unit (n = 35) across the three years of funding, but it also provided the opportunity for cross-agency collaboration and sharing of resources. As part of the MIOCR grant, Applied Survey Research (ASR) conducted to annual evaluations of the DIY Unit. Some of the highlights from these evaluations include:
- At closing, there were almost twice as many youth living with a parent or legal guardian than at the opening of the DIY case, reducing the number of congregate care placements.
 - Six months after entry, fewer youth were using marijuana, alcohol, methamphetamines, or other drugs. This included four fewer youth using marijuana, four fewer youth using alcohol, as well as one less youth reporting methamphetamine use.
 - Fewer youth had an arrest or sustained conviction petition and offenses were less severe overall in the six months after entry when compared to the 12 months before entry into the DIY Unit.
- c. **Provide support services for youth with high-needs** – The Dually Involved Youth Unit (DIYU) is a collaborative effort between the DFCS, the Probation Department Juvenile Services Division (JPD), and the Department of Behavioral Health Services (BHS). The DIYU was created in July 2014 to provide a coordinated systems approach between the DFCS and JPD with blended services provided through BHS. This coordinated systems approach allows for the co-location of Social Workers, Probation Officers, and Youth Advocates to implement a united case management approach. Since its inception in 2014, the unit has grown from two Social Workers, two juvenile Probation Officers and one Youth Advocate to its current staffing level of five Social Workers, five Probation Officers and three Youth Advocates. DFCS and JPD supervisors and managers provide oversight of this program. The DFCS JPD-Liaison gives additional support to this effort. Latino youth continue to be involved in the DIY system at a higher rate than all other youth and the Probation Department is seeing a trend of increasingly younger youth appearing before the Court and having Dual Status Reports ordered. Probation has also experienced a progressive increase in each of the last three years of Dual Status case outcomes resolving with joint systems service outcomes.
- d. **Give youth a voice** – The creation and implementation of the Youth Advisory Council (YAC) provided former juvenile justice involved youth with the opportunity to provide guidance for fellow peers who have found themselves experiencing similar system involvement. The YAC provided members with a direct means to give youth a voice and for stakeholders with the opportunity to learn directly from those served by the juvenile justice system.

WHAT PROBLEMS/BARRIERS WERE FACED AND HOW WHERE THEY ADDRESSED?

Staff retention has been a challenge for the DIYU. Youth receiving service and intervention via the DIYU have complex life experiences, which require a higher level of case management and intense involvement

from those working in the unit. The DIY management team continues to work with staff to support and retain those serving in the unit by addressing vicarious or secondary trauma from working intensely with youth and families.

Retention efforts related to keeping members engaged in the YAC was also a challenge. The hours and level of commitment required by those serving on the committee can be difficult to achieve for young adults who are working, going to school and starting families. The YAC members experience many competing factors requiring their time and attention to continue to grow and be successful young adults. YAC is searching for opportunities to secure membership and sustain commitment to better address expectations. Some of these opportunities include: discussing alternative incentives, restructuring the committee expectations and time commitments to increase participation.

WHAT UNINTENDED OUTCOMES (POSITIVE AND/OR NEGATIVE) WERE PRODUCED?

An unintended positive event in correlation to the implementation of the MIOCR grant was the re-evaluation of all current indicators tracked in the DIYU Database. Having ASR conduct independent annual evaluations of the DIY Unit for FY 15/16 and FY 16/17, led to the discussion of current variables and desired measurable outcomes. The DIY Executive Steering Committee tasked the DIY Data Subcommittee to re-evaluate all current 68 indicators tracked in the DIYU Database to ensure desirable outcomes can be measured at four-time intervals during youth's engagement in the unit (Intake, 6-months, 12-months, and Closure). The Data Subcommittee is currently finalizing recommendations to the DIY Steering Committee regarding the indicators tracked in the DIY Unit database.

WERE THERE ANY LESSONS LEARNED?

Collaboration between system partners continues to be a focal point for the County of Santa Clara. Through the MIOCR grant, Probation, DFCS, and BHS worked together to implement services in a cohesive manner. Data collection and data sharing can have some challenges as each agency is responsible for collecting specific data components. Working in partnership with other agencies provides the opportunity to develop and implement long-term solutions to support the justice-involved population in Santa Clara County.

PROJECT DESCRIPTION

The MIOCR funded program(s), collectively referred to as, Successful Outcomes and Active Reengagement (Project SOAR), will implement culturally responsive evidence-based interventions, system-wide. Four specific program components of Project SOAR will significantly impact mental health outcomes for youth and their involvement in the juvenile justice and dependency systems, including:

- 1) Training of Mental Health providers in El Joven Noble and Cara y Corazon curricula, ensuring culturally relevant programming;
- 2) Addition of one Social Worker to the Dually Involved Youth (DIY) Unit paired with an in-kind contribution of one Deputy Probation Officer;
- 3) Services for DIYU and/or Commercially, Sexually Exploited (CSE) youth; and

- 4) Formation of the Youth Advisory Council to provide voice to formerly system involved youth and to guide system change.

PROJECT GOALS

The County of Santa Clara Probation Department (SCCPD) believes all youth and families deserve mental health services which resonate with their cultural roots. The goals of the SOAR Project are to:

1) Create a culturally aware and responsive system

2) Expand ability and capacity to help youth across systems

3) Provide support services for youth with high-needs

4) Give youth a voice

PROJECT OBJECTIVES

The following changes will be demonstrated when comparing youth participants' behavior before and after program involvement:

- 1) Increased accessibility of culturally responsive services;
- 2) Improved mental health/reduced symptoms of trauma;
- 3) Decreased substance abuse;
- 4) Decreased criminogenic risk level;
- 5) Reduced number of detentions; and
- 6) Decrease in recidivism.

Project Objectives Update:

Out of the 35 unduplicated youth served in the DIY Unit, 22 youth self-disclosed participating in positive pro-social activities such as art, sports, mentoring, employment, and faith-based activities. Out of the 35 unduplicated DIY served, 25 youth were identified as High Risk, ten youth were identified as Moderate Risk and two youth were identified as Low Risk to recidivate based on the Juvenile Assessment & Intervention System (JAIS) Assessment. Unfortunately, we do not have a post assessment to compare once the youth terminated services in the DIY Unit. Out of the 35 unduplicated youth served in the DIY Unit, no youth spent any days at Juvenile Hall once they started receiving services.

The two evaluations completed by ASR have information regarding the DIYU in the last two fiscal years and it addresses the above objectives. However, this data includes all youth receiving services and it is not exclusive to those youth who were assigned to the Social Worker (and in-kind Deputy Probation Officer) funded through the MIOCR grant. Copies of these two annual evaluations are included along with this report and they include information regarding pro-social activities, mental health services, substance use, criminogenic risk level, detentions, and recidivism.

PROJECT COMPONENTS: DESCRIPTION, TARGET POPULATION, AND NUMBER OF PARTICIPANTS

The SOAR project has four major components. For each SOAR component, the table below describes:

- Details of the intervention
- Target population
- Number of participants who will receive intervention

Figure 1. Project Components

Component	Description	Target Population	Projected Number of Participants	Total Number of Participants
Trainings to mental health providers culturally relevant programming	<p>Training and capacity building of community-based mental health providers in the use of two EBPs (listed with NREPP):</p> <ol style="list-style-type: none"> 1) El Joven Noble©, an evidence-based curriculum that is culturally responsive for young men of color, proven to address cultural traumas and improve juvenile justice outcomes; and 2) Cara y Corazon©, a culturally responsive family-strengthening curriculum which is a promising practice that fosters community mobilization and leverages a family’s natural supports. 	<p>Year One: All Wraparound and SES providers.</p> <p>Year Two: Partner with the Neighborhood Safety Unit (NSU) project MH providers in zip codes 95122 and 95020.</p> <p>Year Three: Expand capacity of providers from Year One and Two and add additional MH providers determined by need data.</p>	270 individuals who work in mental health will be trained.	270 certified facilitators.
Addition of a social worker to the Dually Involved Youth (DIY) Unit paired with an in-kind probation officer	Expand capacity of DIY Unit by 30% by adding a co-located Social Worker to partner with a Probation Officer (in-kind match) to be assigned to work exclusively on an intensive case management case load with DIY (both child welfare and juvenile justice) youth.	Youth who are in both the child welfare and juvenile justice systems and are participating in the County of Santa Clara DIY Unit.	24 youth over the three years.	35 unduplicated youth served over three years.
Formation of a Youth Advisory Council to guide system change	The youth will be key stakeholders who utilize their personal experiences to provide guidance and help inform the use of effective strategies at the most impactful decision points for youth in the juvenile justice system. Youth will receive	<p>Youth with the following characteristics:</p> <ul style="list-style-type: none"> • Ages 17-25 • Formerly involved in the juvenile justice 	12 youth.	16 youth have participated in the council.

	training, preparation, support and stipends for their participation and contributions to improvements in the system.	system and are no longer supervised by County of Santa Clara Probation		
		<ul style="list-style-type: none"> • Have or had a mental health issue 		

DATA COLLECTION AND MONITORING

The County of Santa Clara already had a system of collecting data from partners and had a comprehensive inhouse data collection system. Each agency involved in a component of the MIOCR grant was responsible for data collection and monitoring. One of the challenges in data collection and monitoring was not having a central data system where all data points could be compiled into a comprehensive data set. Having such a master database would have facilitated data collection and monitoring for reporting purposes. Recidivism data was submitted on quarterly reports to MIOCR.

DATA MANAGEMENT

Due to the sensitive nature of the data collected and in accordance with human subjects research, proper management of the data required several steps to ensure privacy, confidentiality and protection of SOAR youth and adults. First, data was collected and reported to funders in aggregate form in the local evaluation and progress reports to protect confidentiality. Second, personal identifiers were redacted from the hard copy survey data received by ASR and instead unique numerical codes were assigned or the Probation File Number was used. Confidentiality was protected with data obtained from existing data sets by creating a master list of identifying information that was kept separate from sensitive information. Third, data was viewed only by those on the project who were collecting and analyzing the data. Data was stored on computers in encrypted format, accessible with a password that only key staff knew. Data was collected from existing data sources and from participant responses on instruments as well as face-to-face interviews. None of the data was shared or transferred to anyone outside of project staff.

DATA ANALYSIS

In order to answer the process questions, ASR conducted descriptive analyses to inform and give feedback to the program staff. Descriptive analysis identified the process of implementation, detected barriers as well as solutions to implementation, and described specific changes made to carry out the implementation. Several statistical methods were utilized to assess the outcome variables such as t-tests, analysis of covariance and chi-square analyses. Paired-sample t-tests were conducted to compare participants' outcomes before and after program participation when data allowed these analyses.

REPORTING

The results of SOAR were provided by ASR through monthly feedback check-ins that included information on staff or program changes, training activities, supportive services, clients served, work accomplished on the project and evaluation, challenges, successes, community context and all required performance

measures. The local evaluation reports included comprehensive process and outcome evaluation results. Please see the attached two DIY Annual Reports evaluations for further details.

EVALUATION AND RESEARCH DESIGN

The County of Santa Clara partnered with Applied Survey Research (ASR) to document the implementation of SOAR using a comprehensive process and outcome evaluation. The LEP was designed with principles of development evaluation in mind, and with the intent to create a sustainable evaluation process that will continue after the grant ends. The process evaluation documented the project's implementation by tracking measures such as participants' attendance, the number of youth served, and the quantity of services received. These measures helped to answer the types of process questions described in the next section. The outcome evaluation consisted of comparing youths' outcomes before program participation to their behaviors after program participation. These different types of evaluations served different purposes, but they are mutually dependent. The impact of the project can only be adequately determined by ascertaining how well it has been implemented. In turn, understanding the outcomes of the project sheds light on its operation, particularly attainment of its intended results.

PROCESS EVALUATION: MONITORING OF PROJECT IMPLEMENTATION AND SERVICE PROVISION

The process evaluation documented the implementation of SOAR by utilizing diverse resources from Probation data, child welfare services data, focus groups, key informant interviews, document reviews, and community-based organizations.

Additionally, process component of the evaluation will gather service data for each of the project components. Quantitative process evaluation variables results:

- Two-hundred seventy providers trained on providing culturally competent services.
- Thirty-five DIY youth were served by the new social worker.
- Sixteen youth participated in the Youth Advisory Council.

In addition to these quantitative measures, qualitative data was gathered to better understand the evolving context of the program and the effect of changes in experience, staffing and budget on the program. Qualitative methods included: Probation staff interviews and surveys, focus groups, administrative data, meeting minutes and project component records. Regular process evaluation updates were presented to the Project Director and other staff.

OUTCOME EVALUATION

The outcome evaluation determined the effectiveness and impact of SOAR. Some of the measures evaluated for youth receiving services through the DIY Unit include: recidivism, well-being measures (substance use, mental health needs, services needed/provided). Community partners participated in trainings to increase cultural awareness through NCN. Youth participating in YAC received several trainings and they continue to be a voice for peers involved in the juvenile justice system.

RESULTS AND CONCLUSIONS

APPLIED SURVEY RESEARCH (ASR) EVALUATION OF DIY UNIT:

In 2014, the County of Santa Clara received funding to develop a coordinated system-of-care for the DIY Unit through the Mentally Ill Offender Crime Reduction (MIOCR) Grant Program. A portion of this grant was used to independently evaluate the DIYU through an agreement with ASR. Using data submitted by JPD, ASR analyzed and provided an evaluation report for FY 2015-16 and FY 2016-17. For more details of the ASR evaluations see the attached DIYU reports FY 2015-16 and FY 2016-17. The summary of findings from the ASR evaluation for FY 2016-17 include:

- The DIY Unit served 35 unique youth during FY 2016-17, marking a 15% increase over the number of youth served during the previous fiscal year.
- Youth averaged 15.5 years of age at intake and the majority identified as male and Latino.
- At closing, there were almost twice as many youth living with a parent or legal guardian than at the opening of the DIY case, reducing the number of congregate care placements.
- Six months after entry, fewer youth were using marijuana, alcohol, methamphetamines, or other drugs. This included four fewer youth using marijuana, four fewer youth using alcohol, as well as one less youth reporting methamphetamine use.
- Youth engagement in prosocial activities, particularly in employment, increased during their time in the DIY Unit.
- The majority of youth needed mental health, substance use, and Wraparound services. For mental health and substance use in particular, the gap between the number of youth needing services and the number of youth actually receiving services was reduced by the time the case was closed.
- At intake, over half of youth self-reported being associated with gangs or were identified by police as gang members at intake. Gang involvement did not change significantly for youth while in the DIYU as recorded at the time of case closure. These findings highlight the difficulty youth experience when trying to disconnect themselves from a very complex situation where some youth may have family or neighborhood friends involved in gangs.
- Fewer youth had an arrest or sustained conviction petition and offenses were less severe overall in the six months after entry when compared to the 12 months before entry into the DIY Unit.

The DIY Unit is staffed to capacity with five Social Workers, five juvenile Probation Officers, three Youth Advocates, a Youth and Family Team Meeting (YFTM) Facilitator, a Social Work Supervisor, a Supervising Probation Officer, a DFCS Manager, a JPD Manager, and a BHS Manager.

Given the expertise that rests within the DIY Unit from the Probation Officer, Social Worker and Youth Advocate, it was decided by the DIY Executive Steering Committee that the DIY Unit would absorb all Dual Status Reports pursuant to Section 241.1 of the Welfare and Institutions Code. In February 2017, the DIY Unit took over completion of all in-County Dual Status Reports. As a result, every SCC youth for whom the Juvenile Justice Court orders a WIC 241.1 Hearing receives a specialized assessment, including administration of the Child and Adolescent Needs and Strengths (CANS) assessment tool and Youth and Family Team Meeting (YFTM), completed in partnership by a Social Worker and juvenile Probation Officer

team in the DIY Unit. The team's unique knowledge of this population, along with specific services to meet the needs of the youth, allows the Court to provide the best level of assessment and service delivery to the dually involved population. The DIY Unit has completed 66 Dual Status Reports, with a high of nine reports ordered in a single month on three separate occasions.

The goal of the YFTM is to partner with the youth and family to identify the supports needed to function safely, and ultimately prevent further system involvement. The BHSD provides a facilitator to conduct these meetings, and a youth advocate to partner with the youth throughout the process. The youth advocate's role is to elevate the voice of the youth in planning and decision-making regarding service needs. The YFTM process begins with a youth advocate who builds a relationship with the youth and family, and conducts an assessment using the CANS assessment tool. The goal is to identify the youth's level of care and engage in service planning. Subsequently, the YFTM is held with a variety of system and non-system participants to discuss the strengths and needs of the youth, while exploring ways to capitalize on the strengths to more effectively respond to the needs of the youth and family. A final meeting takes place to discuss joint recommendations to be incorporated into the WIC § 241.1(a) Dual Status Report. During FY2016-17, 16 youth participated in a YFTM. It should be noted, prior to February 2017 when the DIY Unit took over sole responsibility for completing 241.1 assessments, there were youth outside of the DIY Unit who had 241.1 assessments ordered, but they did not include a YFTM. While these youth were engaged with their Social Workers and Probation Officers to provide their input, they did not significantly benefit from the structured and facilitated process of a YFTM. The YFTM is an integral aspect of the 241.1 assessment process. Moving forward we can affirm that every SCC youth, and their family, who has a 241.1 assessment ordered will be provided the opportunity to participate in a YFTM, resulting in a systemic change to the process and intentional inclusion of youth voice in the process.

COMPARING YOUTH IN FY 2015-16 TO FY 2016-17 IN THE DIY UNIT

- Youth were slightly younger at intake (average age of 15.5 in FY 2016-17 compared to an average age of 16.7 in FY 2015-16);
- A higher proportion identified as male (70% youth were males in FY 2016-17 compared to 54% in FY 2015-16);
- The percentage of youth who were suspected or confirmed victims of commercial sexual exploitation decreased (27% in FY 2016-17 down from 39% in FY 2015-16) which could be connected to a lower number of female youth in DIY; and
- A greater proportion of youth were assessed to be at higher risk of recidivism by the Juvenile Assessment and Intervention System (JAIS), 52% youth were high risk in 2016-17 compared to 31% in 2015-16. This has been a change from when the DIY Unit began and the Unit continues to see an increase in child welfare involvement and other complex issues.

YOUTH ADVISORY COUNCIL (YAC)

Members of the Probation Department's Youth Advisory Council serve as Justice Consultants and work collaboratively with system partners to inform and enhance current Juvenile Justice related processes, policies and practices. Consultants also have opportunities to participate in monthly community meetings and commissions, and to conduct presentations. For example:

- The YAC facilitated a focus group on behalf of the Probation Department, the W. Haywood Burns Institute and Fresh Lifelines for Youth to discuss the experiences of youth who participated in the Deferred Entry of Judgement (DEJ) Program.
- The YAC participated in a focus group with the Youth Law Center to discuss the best ways to support Transition Aged Youth (TAY).
- The YAC also participated in a focus group with Tipping Point Community (T-Lab) to give input on the new Young Adult-DEJ program in Juvenile Hall.
- The YAC facilitated focus groups at Mt Pleasant High School to gather data from students regarding the school's discipline policies.
- The YAC completed their First Showcase where YAC youth made presentations in front of several community and system partners.
- Additionally, the YAC has recently been invited to provide input on the work being done within the Juvenile Justice Systems Collaborative subcommittees, Juvenile Justice Commission, Mayor's Gang Prevention Task Force (Community Engagement Subcommittee) and the Juvenile Court Aligned Action Network (JCAAN).

Furthermore, the YAC members worked diligently to create an orientation for youth and families who have recently entered the Juvenile Justice System. The orientation has been named Redemption, Education and Purpose (REP) after contributions by three founding members who participated while in-custody. This orientation is designed to communicate Probation expectations, improve understanding and share possible consequences to youth and their caregivers. Overall, the goal is to support system involved youth in making better decisions through support from young adults who have experienced being involved in the system themselves.

YAC membership turnover has been a challenge and the council implemented new guidelines to make recruitment easier. Members of YAC will be given a pre-evaluation and post-evaluation after participating for six months or longer. These evaluations should assess what areas are working and what needs further improvement.

Regular YAC Meetings are scheduled for the second and fourth Thursday of each month. The first meeting of the month is a regularly scheduled council meeting and the second is reserved for professional development training. The Youth also have an Orientation Sub-Committee that meets on the second and fourth Thursday for an hour before each council meeting. The council also facilitates its orientation for new comers to Probation on the first Saturday of every month. In addition, YAC regularly schedules team building activities, field trips and focus groups as needed.

YAC members participated in two very impactful learning experiences. In April 2018 the council attended Fresh Lifelines for Youth's Taste of FLY Event. It is one of the agency's marquee fundraiser's that raises strength-based awareness of FLY's programs. Council Members ran a YAC table where they practiced elevated professionalism by interacting with guests and informed them on the incredible work they have been doing in the community and with the Juvenile Justice System. In May of 2018, the Council participated in a training from the National Compadres Network. The trainer talked to the council about the importance of embarking on their own healing journey to truly be effective in system reform work.

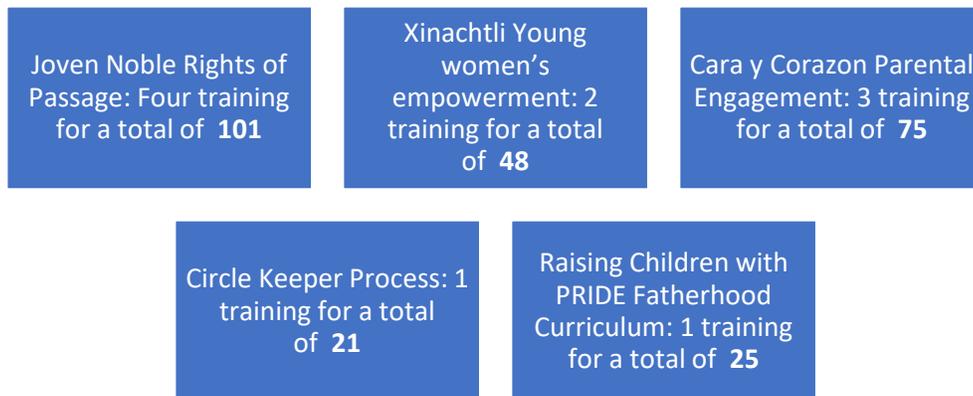
NCN taught the young people to unpack their “baggage” in a healthy talking circle. The youth are looking forward to practicing this skill.

Future endeavors for YAC members include:

- YAC film project.
- One Love (Domestic Violence youth curriculum, YAC youth will be facilitating trainings in Juvenile Hall).
- YAC incorporated in the Probation Officer Core Course.
- YAC participation in facilitating focus groups for youth and parents for Electronic Monitoring Program.
- YAC participation in facilitating focus groups and provide input on the Ranch Re-Entry Program.

NATIONAL COMPADRES NETWORK (NCN) TRAININGS

National Compadres Network (NCN) provided training and certification to community partners in the trainings in the figure below. A total of **11** trainings were conducted with a total of **270 certified facilitators**.



PROJECT COST OF EVALUATION AND COST PER PARTICIPANT

The table below shows the allocated cost for each component of the MIOCR grant. Pro-social activities were not funded through MIOCR funds, but rather claimed through Juvenile Justice Crime Prevention Act (JJCPA).

Figure 2. Project Cost

MIOCR Grant	ASR PO: 4400006822	NCN MIOCR PO: 4300012163	FLY PO: 4400006934	SSA IA Social Worker Position
FY16	\$ 45,000.00			\$50,757.66
FY17	\$ 8,400.00	\$245,739.35	\$95,216.44	\$131,073.49
FY18	\$ 30,000.00	\$169,572.40	\$141,670.56	
Total Expenditure	\$ 83,400.00	\$ 415,311	\$ 236,887.00	\$181,831

Figure 2. SOAR Theory of Change Model (Logic Model)

Issues Being Addressed	Strategies	Process Measures	Objectives	Goals
<p>SCC, similar to most jurisdictions, struggles with extreme overrepresentation of youth of color in our juvenile justice system. There is also disproportionate number of youth with complex, high mental health needs associated with existing and multi-system traumas.</p>	<p>a. Trainings to mental health providers culturally relevant programming</p>	<p>a.1 Number of providers trained</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Increased availability of culturally responsive services <input type="checkbox"/> Increased knowledge of culturally relevant programming 	<ul style="list-style-type: none"> <input type="checkbox"/> Improved culturally aware and responsive system <input type="checkbox"/> Expand ability and capacity to help youth across systems <input type="checkbox"/> Provide support services for youth with high-needs <input type="checkbox"/> Give youth a voice
	<p>b. Addition of a social worker to the Dually Involved Youth (DIY) Unit</p>	<p>b.1 Social worker hired b.2 number DIY youth served</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Decrease in recidivism <input type="checkbox"/> Decreased criminogenic risk level <input type="checkbox"/> Reduced number of detentions 	
	<p>c. Services for DIY and/or commercially, sexually exploited (CSE) youth</p>	<p>c.1 Number of DIY youth served c.2 Number of service units</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Improved mental health/reduced symptoms of trauma <input type="checkbox"/> Improved quality of life <input type="checkbox"/> Decreased substance use 	
	<p>d. Formation of a youth advisory council (YAC) to guide system change</p>	<p>d.1 Formation of YAC d.2 Number of youth participating in the YAC</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Improved youth satisfaction of Probation experiences and services 	