

**JUVENILE JUSTICE CRIME PREVENTION ACT
APPLICATION FOR CONTINUATION FUNDING AND/OR SUBSTANTIVE
MODIFICATION TO COMPREHENSIVE MULTI-AGENCY JUVENILE JUSTICE PLAN**

SUPPLEMENTAL APPLICATION

Save this application as a WORD document before filling in the requested information. E-mail the completed application, along with a copy of the Comprehensive Multi-Agency Juvenile Justice Plan (if it includes substantive modifications as defined below) and the JJCPA Program Outcome Template (if applicable), to your assigned Field Representative at the Corrections Standards Authority (CSA). A listing of Field Representatives' county assignments and email addresses is available at <http://www.cdcr.ca.gov/DivisionsBoards/CSA/cppd.htm>. The Board of Supervisors' Resolution, with original signatures, must be mailed to the attention of your Field Representative, 600 Bercut Drive, Sacramento, CA 95814.

Section 1. County Information			
County Name	SAN MATEO		
Date of Application	2/1/07		
Plan Year (Fiscal Year)	06/07	Total Budget	\$2,242,107.75
Application for: (check those that apply)	<input type="checkbox"/> Continuation Funding <input checked="" type="checkbox"/> Substantive Plan Modification*		
Approved by JJCC	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Current Resolution Applicable <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO (if no, submit new resolution when obtained)		
<p>*Substantive modifications to your county's Comprehensive Multi-Agency Juvenile Justice Plan (CMJJP) include, but are not limited to, those listed below. A CMJJP that includes substantive modifications must be submitted with this application.</p> <ul style="list-style-type: none"> Deleting or adding a program; A major change in the target population served by a program; Program changes not supported by the demonstrated effectiveness evidence provided in the current approved CMJJP; and Significant changes in program outcomes that impact reporting requirements. 			
Chief Probation Officer			
Name	Loren Buddress		
Address	222 Paul Scannell Drive		
City/Zip	San Mateo 94402		
Telephone	650-312-8803	Fax	650-312-5597
E-mail	lbuddress@co.sanmateo.ca.us		
Plan Coordinator			
Name	Tony Orazem	Title	Director
Address	222 Paul Scannell Drive		
City/Zip	San Mateo 94402		
Telephone	650-312-8876	Fax	650-638-1591
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Application Prepared By:			
Name	S/A Tony Orazem	Title	
Telephone			
FAX			
E-mail			

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Section 2. Juvenile Justice Coordinating Council (JJCC)		
List any changes to your JJCC.** Check here if there have been no changes. <input type="checkbox"/>		
Name/Agency of those Added/Deleted	Added	Deleted
Rose Jacobs Gibson/Board of Supervisors	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Rich Gordon/Board of Supervisors	<input type="checkbox"/>	<input checked="" type="checkbox"/>
John Quinlan/Juvenile Justice Commission	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Don Heiman/Juvenile Justice Commission	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Greg Munks/Sheriff	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Don Horsley/Sheriff	<input type="checkbox"/>	<input checked="" type="checkbox"/>
/	<input type="checkbox"/>	<input type="checkbox"/>
/	<input type="checkbox"/>	<input type="checkbox"/>
/	<input type="checkbox"/>	<input type="checkbox"/>
<p>** Note: Section 749.22 of the Welfare and Institutions Code, Chapter 325, Statutes of 1998, mandates the following membership on the Juvenile Justice Coordinating Council. (Additional members may be added.)</p> <p>"The coordinating councils shall, at a minimum, include the chief probation officer, as chair, and one representative each from the district attorney's office, the public defender's office, the sheriff's department, the board of supervisors, the department of social services, the department of mental health, a community-based drug and alcohol program, a city police department, the county office of education or a school district, and an at-large community representative. In order to carry out its duties pursuant to this section, a coordinating council shall also include representatives from nonprofit community-based organizations providing services to minors."</p>		
Section 3. Plan Modification		

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Summarize proposed modifications to your plan with respect to each of the following:

- I. Changes in law enforcement, probation, education, mental health, health, social services, drug and alcohol and other resources that specifically target at-risk juveniles, juvenile offenders and their families: This modification will build a collaboration that targets moderate at-risk offenders (and their families) who are on probation and have violated their probation, or are in imminent danger of violating by such behavior as school suspension, alcohol and drug issues, gang identity or influence, and/or are hindered by a lack of parental control. The bulk of the supplemental funds will be used to contract with the YMCA in the target area. The probation department will support the Day, Evening, and Weekend Reporting Centers (DEW) with case monitoring, such as program and school attendance, drug testing, and compliance with court orders for restitution or community work.

- II. Changes in the prioritization of the neighborhoods, schools, and other areas in the community that face a significant public safety risk from juvenile crime: The target area of the pilot DEW program was included in the original JJCPA Plan in 2001. However, other program priorities did not allow for this area to be funded. With the supplemental funds we can initiate the DEW program as a pilot in the central San Mateo County (San Mateo San Bruno, Foster City, and the Coastsides.) In addition to the need for detention alternatives, the influence of gangs has played an important role in moving this type of project to the forefront. The need for this program was recently underscored by a San Mateo County Grand Jury Report, which challenged County officials to address the burgeoning gang problem. This is a pilot that will be replicated in the rest of the County when funds are available.

- III. Changes in the continuum of responses to juvenile crime and delinquency that demonstrate a collaborative and integrated approach for implementing swift, certain and graduated responses to at risk youth and juvenile offenders: The DEW Program is an additional tool/collaboration in the continuum of responses for the courts, probation and the schools in San Mateo County. It is positioned in the forefront of the continuum as an alternative to detention that places a premium on being a swift, certain response to at risk youth and juvenile offenders.

Section 4. Modifications to Current Programs

Provide the name and other requested information for each current program proposed for modification. (Copy this section if more than three programs are to be modified.)

Program Name:

Proposed program modifications and reasons for change:

Changes to program outcomes, goals and/or outcome measures:

Program Name:

Proposed program modifications and reasons for change:

Changes to program outcomes, goals and/or outcome measures:

Program Name:

Proposed program modifications and reasons for change:

Changes to program outcomes, goals and/or outcome measures:

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Section 5. Added/Deleted Programs

Provide all requested information for each program that will be added or deleted.

I. Name(s) of Deleted Program(s) (if any):

II. Information for Added Program (Copy this section for each additional program to be added.)

A. Program Name: DAY, EVENING, WEEKEND REPORTING CENTERS (DEW)

B. Target Population: SEE ATTACHED

C. Estimated Annual Number of Clients Served: 460

D. Program Category: (check all that Apply)

☐ Prevention ☒ Intervention ☒ Suppression ☐ Incapacitation

E. Describe the program's goals, youth who will be served, and services they will receive. SEE ATTACHED

F. Describe the collaborations that will occur with other agencies. SEE ATTACHED

G. Describe the basis upon which the program, or elements thereof, have been demonstrated to be effective in reducing juvenile crime and/or delinquency (a pre-requisite for program approval). SEE ATTACHED

H. Describe the nature and time frame(s) for implementation of the major program components. ATTACHED

State law requires that the following outcomes be assessed for approved programs: arrest rate, rate of successful completion of probation, incarceration rate, probation violation rate, rates of completion of restitution and court-ordered community service, and annual per capita program costs. **For added programs only**, go to the "[Juvenile Justice Crime Prevention Act \(JJCPA\) Program Outcome Template](#)" to provide the required information for these outcomes and any additional outcomes that will be used to assess the achievements of program participants. Email the completed template with this application.

Section 6. Program Budgets

Using the following templates, provide the current and proposed budget for each funded program. Copy these templates if more than one program is proposed for funding.

Program Name: DAY, EVENING, WEEKEND REPORTING CENTERS (DEW)

<u>Current Budget</u>	State Funds	Interest	Non-JJCPA Funds
Salaries and Benefits	\$	\$	
Services and Supplies	\$	\$	
Professional Services	\$	\$	
Community-Based Organizations	\$	\$	
Fixed Assets/Equipment	\$	\$	
Administrative Overhead (Maximum = 0.5% of State Funds)	\$	\$	
Other	\$	\$	
Fund Totals	\$	\$	\$

<u>Proposed Budget</u>	State Funds	Interest	Non-JJCPA Funds
Salaries and Benefits	\$31,060.75	\$	
Services and Supplies	\$	\$	
Professional Services	\$	\$	
Community-Based Organizations	\$245,437	\$	
Fixed Assets/Equipment	\$	\$	
Administrative Overhead (Maximum = 0.5% of State Funds)	\$	\$	
Other	\$	\$	
Fund Totals	\$276,497.75	\$	\$62,908.75

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Section 6. Program Budgets

Using the following templates, provide the current and proposed budget for each funded program. Copy these templates if more than one program is proposed for funding.

Program Name: Court and Community School Counseling

<u>Current Budget</u>	State Funds	Interest	Non-JJCPA Funds
Salaries and Benefits	\$	\$	
Services and Supplies	\$	\$	
Professional Services	\$32,069	\$	
Community-Based Organizations	\$	\$	
Fixed Assets/Equipment	\$	\$	
Administrative Overhead (Maximum = 0.5% of State Funds)	\$	\$	
Other	\$	\$	
Fund Totals	\$32,069	\$	\$

<u>Proposed Budget</u>	State Funds	Interest	Non-JJCPA Funds
Salaries and Benefits	\$	\$	
Services and Supplies	\$	\$	
Professional Services	\$32,069	\$	
Community-Based Organizations	\$	\$	
Fixed Assets/Equipment	\$	\$	
Administrative Overhead (Maximum = 0.5% of State Funds)	\$	\$	
Other	\$	\$	
Fund Totals	\$32,069	\$	\$

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Section 6. Program Budgets

Using the template below, provide the current and proposed budget for each funded program.
Copy this template if more than one program is proposed for funding.

Program Name: In-Home Intensive Program

<u>Current Budget</u>	State Funds	Interest	Non-JJCPA Funds
Salaries and Benefits	\$239,368	\$	
Services and Supplies	\$	\$	
Professional Services	\$	\$	
Community-Based Organizations	\$	\$	
Fixed Assets/Equipment	\$	\$	
Administrative Overhead (Maximum = 0.5% of State Funds)	\$	\$	
Other	\$	\$	
Fund Totals	\$239,368	\$	\$59,222

<u>Proposed Budget</u>	State Funds	Interest	Non-JJCPA Funds
Salaries and Benefits	\$239,368	\$	
Services and Supplies	\$	\$	
Professional Services	\$	\$	
Community-Based Organizations	\$	\$	
Fixed Assets/Equipment	\$	\$	
Administrative Overhead (Maximum = 0.5% of State Funds)	\$	\$	
Other	\$	\$	
Fund Totals	\$239,368	\$	\$59,222

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Section 6. Program Budgets

Using the template below, provide the current and proposed budget for each funded program. Copy this template if more than one program is proposed for funding.

Program Name: Juvenile Assessment and Referral Center

<u>Current Budget</u>	State Funds	Interest	Non-JJCPA Funds
Salaries and Benefits	\$553,331	\$	
Services and Supplies	\$4,500	\$	
Professional Services	\$	\$33,000	
Community-Based Organizations	\$	\$	
Fixed Assets/Equipment	\$	\$	
Administrative Overhead (Maximum = 0.5% of State Funds)	\$	\$	
Other	\$	\$	
Fund Totals	\$557,831	\$33,000	\$113,195

<u>Proposed Budget</u>	State Funds	Interest	Non-JJCPA Funds
Salaries and Benefits	\$553,331	\$	
Services and Supplies	\$4,500	\$	
Professional Services	\$	\$33,000	
Community-Based Organizations	\$	\$	
Fixed Assets/Equipment	\$	\$	
Administrative Overhead (Maximum = 0.5% of State Funds)	\$	\$	
Other	\$	\$	
Fund Totals	\$557,831	\$33,000	\$113,195

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Section 6. Program Budgets

Using the template below, provide the current and proposed budget for each funded program. Copy this template if more than one program is proposed for funding.

Program Name: Literacy/Numeracy Instruction and Learning Program

<u>Current Budget</u>	State Funds	Interest	Non-JJCPA Funds
Salaries and Benefits	\$	\$	
Services and Supplies	\$	\$	
Professional Services	\$137,000	\$	
Community-Based Organizations	\$	\$	
Fixed Assets/Equipment	\$	\$	
Administrative Overhead (Maximum = 0.5% of State Funds)	\$	\$	
Other	\$	\$	
Fund Totals	\$137,000	\$	\$6,718

<u>Proposed Budget</u>	State Funds	Interest	Non-JJCPA Funds
Salaries and Benefits	\$237,000	\$	
Services and Supplies	\$	\$	
Professional Services	\$	\$	
Community-Based Organizations	\$	\$	
Fixed Assets/Equipment	\$	\$	
Administrative Overhead (Maximum = 0.5% of State Funds)	\$	\$	
Other	\$	\$	
Fund Totals	\$237,000	\$	\$6,718

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Section 6. Program Budgets

Using the template below, provide the current and proposed budget for each funded program. Copy this template if more than one program is proposed for funding.

Program Name: Repeat Offender Expansion

<u>Current Budget</u>	<u>State Funds</u>	<u>Interest</u>	<u>Non-JJCPA Funds</u>
Salaries and Benefits	\$313,932	\$	
Services and Supplies	\$5,000	\$	
Professional Services	\$	\$	
Community-Based Organizations	\$716	\$	
Fixed Assets/Equipment	\$	\$	
Administrative Overhead (Maximum = 0.5% of State Funds)	\$	\$	
Other	\$	\$	
Fund Totals	\$319,048	\$	\$166,475

<u>Proposed Budget</u>	<u>State Funds</u>	<u>Interest</u>	<u>Non-JJCPA Funds</u>
Salaries and Benefits	\$313,332	\$	
Services and Supplies	\$5,000	\$	
Professional Services	\$	\$	
Community-Based Organizations	\$716	\$	
Fixed Assets/Equipment	\$	\$	
Administrative Overhead (Maximum = 0.5% of State Funds)	\$	\$	
Other	\$	\$	
Fund Totals	\$319,048	\$	\$166,475

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Section 6. Program Budgets

Using the template below, provide the current and proposed budget for each funded program. Copy this template if more than one program is proposed for funding.

Program Name: Youth and Family Resource Center

<u>Current Budget</u>	State Funds	Interest	Non-JJCPA Funds
Salaries and Benefits	\$537,575	\$23,000	
Services and Supplies	\$4,500	\$	
Professional Services	\$	\$30,000	
Community-Based Organizations	\$	\$	
Fixed Assets/Equipment	\$	\$	
Administrative Overhead (Maximum = 0.5% of State Funds)	\$6,219	\$	
Other	\$132,000	\$	
Fund Totals	\$680,294	\$53,000	\$204,354

<u>Proposed Budget</u>	State Funds	Interest	Non-JJCPA Funds
Salaries and Benefits	\$537,575	\$3,000	
Services and Supplies	\$4,500	\$	
Professional Services	\$	\$30,000	
Community-Based Organizations	\$	\$	
Fixed Assets/Equipment	\$	\$	
Administrative Overhead (Maximum = 0.5% of State Funds)	\$6,219	\$	
Other	\$32,000	\$	
Fund Totals	\$580,294	\$33,000	\$224,354

ATTACHMENTS

Section 5, II

B. Moderate risk juvenile offenders who are on probation, ages 13-18, residing in central San Mateo County. They will have violated their probation, or are in imminent danger of doing so and/or do not have proper parental controls at home. The parents will be involved and the entire family when possible will participate in family groups.

E. The target population is an estimated 460 male and female adolescent probationers ages 13 – 18, who live in central San Mateo County. It is focused on youth on probation that are experiencing difficulties with their probation or parental oversight. Probation officers will refer young people whom they have identified on their caseloads as appropriate candidates. The probation staff and the site Director will assess for program fit and space available. In addition, an assessment will be completed for each applicant to identify risk factors, individual and family needs and strengths, risks of re-offending, and services needed to ameliorate the identified risks or needs. The assessment process will also include education and school performance information, a complete juvenile justice history, prior placement, CPS involvement, substance use information, mental health symptoms and treatment or health/medication information. This information will be analyzed and used to develop a service plan and follow-up care for each youth. The ultimate goal of the full program is to reduce recidivism, re-engage participants in school, strengthen families, offer participants positive social activities, and engage participants in restorative justice activities.

The over-all programmatic intervention will be a cognitive behavioral approach within a structured social learning model. This approach will be very structured and emphasize the importance of modeling and behavioral rehearsal techniques that engender self-efficacy, challenge of cognitive distortions, and assist offenders in developing good problem solving and self-control skills.

The specific goal of the **Day Centers** is to stabilize and assess probation youth, re-engage them in school, and link them with longer-term interventions (e.g., the evening or weekend centers). The Centers will provide a needed deterrent by occupying participants during times they would otherwise be unsupervised. The length of services will generally be 10 days or less, depending on participant's behavior and return to their regular school. During this period there will be an orientation to the cognitive skills training since there will not be sufficient time to fully engage the participant in the intervention, but this will encourage the participant to be involved in the evening and weekend components, in addition to a possible Probation Officer directive.

The YMCA centers will also offer gender-specific enrichment, structured recreation, fitness, therapeutic counseling (including the family), and restorative justice activities, focusing on academics, life skills, counseling (e.g., anger management groups, individual counseling, and crisis interventions that incorporate cognitive behavioral therapy), health and wellness (e.g., cooking nutritious meals, healthy habits, etc.), and computer classes. Youth will be transported to the program site. This program element will serve approximately 250 youth annually.

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The **Evening Centers** program for a participant (and parents in some activities) will be up to 9 months and will serve 60 youth annually. Because a large percentage of youths will be bi-lingual, with parents or caregivers who are mono-lingual, the centers will employ bi-lingual and bi-cultural staff. The goal of this element is to provide a safe environment for probationers to pursue needed interventions, participate in positive recreational activities, and occupy them during times susceptible to criminal behavior.

The assessment results will be the driving force in case management and impact the intervention dosage. One hundred (100) hours for moderate risk youth with three or fewer needs or for offenders either high risk or multiple needs, but not both, 200 hours is required to significantly reduce recidivism. These hours will be spent in the cognitive behavioral intervention and these skill building techniques will be reinforced by systematically incorporating them in all program components through behavioral rehearsal techniques.

Evening Centers will provide a therapeutic milieu and highly structured environment in which staff will work to create stable family structures. They will offer a mentoring/counseling program, academic tutoring, clinical counseling, life skills, restorative justice, and youth led topical discussions. Boys and girls will receive separate gender specific programming. Youths will prepare their meals with adult assistance and take part in recreational activities. There will be three staff – a Counselor, an Academic Coach, and Program Coordinator – plus a Probation Department Group Supervisor who will rotate between the two program sites.

In order to graduate from the program, youth will have to meet five criteria: 1) Improved grades; 2) Increased school attendance; 3) Completed a specific number of hours of community service; 4) No new offenses or probation violations; and 5) Achievement of two personal goals (e.g., family connectedness, increased leadership, etc.)

The **Weekend Centers** will operate from 10:00 am to 2:00 pm on Saturdays and Sundays. The goals and approaches are similar to the Evening Center's. Probation officers will refer youth who require structured weekend activities and determine the duration of services for each youth. Counseling activities will be led by master's level therapists. Youths will help identify community service projects and the YMCA will arrange them through its existing community partnerships. This program will serve approximately 150 youth annually.

The Centers will operate in two locations: Central San Mateo (San Mateo, San Bruno, and Foster City) and Half Moon Bay. The center operators and hours of operation appear in the following table.

Location	Day Center		Evening Center		Weekend Center	
	Operator	Hours	Operator	Hours	Operator	Hours
Central San Mateo	YMCA	8:30 – 2:30	YMCA	4:00 – 9:00	YMCA	10:00 – 2:00
Half Moon Bay	YMCA	8:30 – 2:30	YMCA	4:00 – 9:00	YMCA	10:00 – 2:00

All sites have designated spaces for center programming, their own bathrooms, kitchens, and separate entrances to ensure participants do not mix with other youth.

F. The collaborative partners will be San Mateo County Probation and the San Mateo based YMCA. These agencies have worked well in the past and have worked well together

in the preparation and planning of this program design. The details of the collaboration are explained in detail in section E.

G. Research has shown that participation in after-school activities is associated with higher levels of academic achievement and self-esteem, as well as lower levels of substance use according to the April, 2007 National Survey on Drug Use and Health (Thorlindson, T., & Bernberg, J. G. 2006; Substance Abuse and Mental Health Services Administration, Office of Applied Studies. 2002). The activities of the DEW program take place when a youth is not in school or after school. All participants are in violation or in danger of probation violation primarily due to poor academic performance, drug use, or criminal activity. This in conjunction with a cognitive behavioral approach across the program appears to validate the proposed overall program plan for the DEW Centers.

As noted, demonstration of program effectiveness is linked to participant assessment, the interventions used, dosage, and intervention reinforcement techniques.

Assessments by the program will be supported by a "Back on Track" assessment which is administered to all probationers. This assessment will be supplemented by probation officer, school, and family input. Research has shown that assessment and treatment are important elements in effective program (Andrews, Bonta, & Hoge, 1990; Andrews & Dowden, 1999; Dowden & Andrews, 1999; Lipsey & Wilson, 1998; Andrews, D. A., & Bonta, J. 1998; Lowenkamp & Latessa, 2005).

Intervention used program wide is a cognitive behavioral approach within a structured social learning model. This strategy has demonstrated its effectiveness in reducing recidivism (Andrews, Zinger, Hoge, Bonta, Gendreau & Cullen, 1990; Cullen & Gendreau, 2000; Landenberger and Lipsey, 2005; Lipsey, 1999).

Dosage as indicated in section E. (Bourgon and Armstrong, 2005). The treatment will be cognitive behavioral, and would not include time spent in other activities.

Treatment reinforcement, behavioral rehearsal techniques (Gendreau 1996; Bourgon, G. and Armstrong, B. 2005), will be systematically applied through out all aspects of the program and these tests of alternative prosocial responses will increase in difficulty. They may take the form of playing games, role-playing, simulations, journaling, and homework.

References

Thorlindson, T., & Bernberg, J. G. (2006). Peer groups and substance use: Examining the direct and interactive effect of leisure activity. *Adolescence*, 41, 321-339.

Substance Abuse and Mental Health Services Administration, Office of Applied Studies. (February 8, 2002). *The NHSDA Report: Team sports participation and substance use among youths*. Rockville, MD.

(Available at www.oas.samhsa.gov/2k2/athletes/athletes_DrugUse.cfm)

Andrews, D.A., & Bonta, J. (1998). *The Psychology of Criminal Conduct*. Cincinnati, OH: Anderson Publishing Company.

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Andrews, D.A., Bonta, J. & Hoge, R.D. (1990). Classification for effective rehabilitation: Rediscovering psychology. *Criminal Justice and Behavior*, 17, 19-52.

Andrews, D.A., & Dowden, C. (1999). A meta-analytic investigation into effective correctional intervention for female offenders. *Forum on Corrections Research*, 11, 18-21.

Andrews, D.A., Zinger, I., Hoge, R.D., Bonta, J., Gendreau, P., & Cullen, F.T. (1990). Does correctional treatment work? A clinically relevant and psychologically informed meta-analysis. *Criminology*, 8, 369-404.

Bourgon, G. and Armstrong, B. (2005). Transferring the Principles of Effective Treatment into A "Real World" Prison Setting. *Criminal Justice and Behavior*, 32 (1): 3-25.

Cullen, F.T., & Gendreau, P. (2000). Assessing correctional rehabilitation: Policy, practice, and prospects. In J. Horney (ed.), *Criminal Justice 2000: Volume 3 – Policies, Processes, and Decisions of the Criminal Justice System*. (pp. 109-175). Washington, DC: U.S. Department of Justice, National Institute of Justice.

Dowden, C. & Andrews, D.A. (1999). *What works in young offender treatment: A meta-analysis*. *Forum on Corrections Research*, 11, 21-24.

Gendreau, P. (1996). The principles of effective interventions with offenders. In A. T. Harland (Ed.), *Choosing Correctional Options That Work: Defining Demand and Evaluating the Supply*. (pp. 117-130). Thousand Oaks, CA: Sage.

Landenberger, N, and M. Lispey (2005). The Positive Effects of Cognitive Behavioral Programs for Offenders: A Meta Analysis of Factors Associated with Effective Treatment. *Journal of Experimental Criminology*.

Lipsey, M.W. (1999). Can intervention rehabilitate serious delinquents? *The Annals of the American Academy of Political and Social Science*, 564, 142-166.

Lipsey, M.W., & Wilson, D.B. (1998). Effective intervention for serious juvenile offenders: A synthesis of research. In R. Loeber & D.P. Farrington (Eds.), *Serious and Violent Juvenile Offenders: Risk Factors and Successful Interventions*. (pp. 313-345). Thousand Oaks, CA: Sage.

Lowenkamp, C. T. and E. J. Latessa (2005). *Evaluation of Ohio's Reclaim Funded Programs, Community Correctional Facilities, and DYS Facilities*. Center for Criminal Justice Research, University of Cincinnati, Cincinnati, OH.

H.

ACTIVITY/MILESTONE	MONTHS
Program coordinator/stakeholder meeting	February '07
Finalize MOU Probation, AARS, and YMCA	June '07

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Program Implementation Committee meeting	Mid-May
Program eligibility determined/referral plan set	End-May
Policy and procedure committee meet	May
Hire computer software contractor	May
Program policies and procedures set	Mid-June
Staff Hired	Mid-June
Staff training in program procedures and DMC	Mid-June
Test computer program	Mid-June
Transportation system reviewed and tested	End-June
Program opens for referrals	July 1, '07
Review and addresses start-up issues	September
Submit 1 st quarterly report	November
Quarterly steering committee meeting	November
Submit 2 nd quarterly report	January 2, '08
Quarterly steering committee meeting	January
Program coordinators review and modify program	February
Submit 3 rd quarterly progress report	April
Quarterly steering committee meeting	April
Complete participant/staff evaluation interviews	June
Submit final progress report	July
Report to program coordinators and stakeholders	July