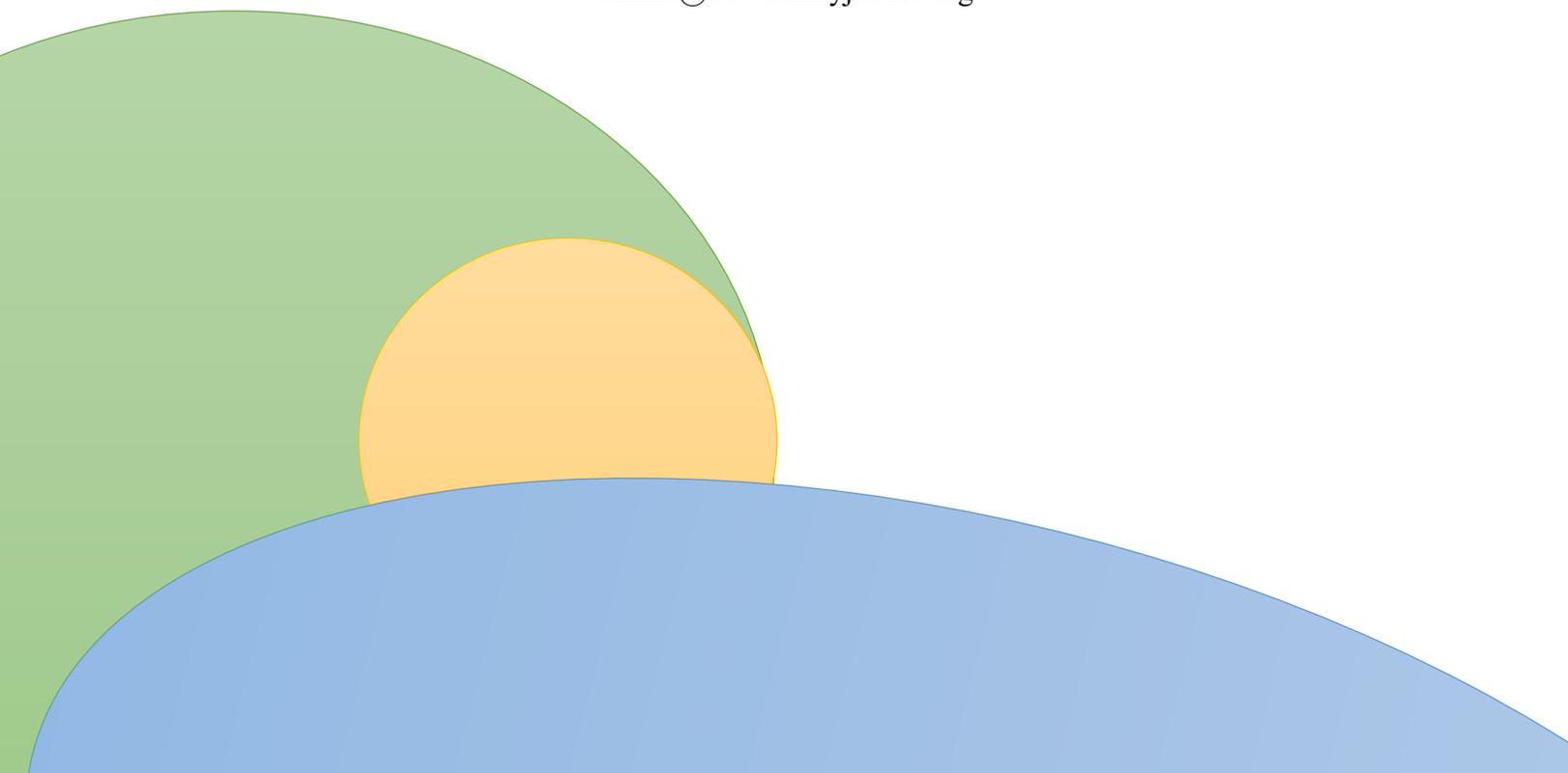


# **Contra Costa Family Justice Alliance: Final Evaluation Report, 2014 - 2017**

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## Contra Costa Family Justice Alliance: Final Evaluation Report

### Introduction

The Contra Costa Family Justice Alliance (“the Alliance”) is a system of warm and welcoming one-stop centers for families affected by interpersonal violence, namely domestic violence, sexual assault, human trafficking, elder abuse, child abuse, and stalking. The aim of the Alliance is to provide a comprehensive menu of services from all over Contra Costa County under one roof--bringing together diverse service providers in the nonprofit, government services, and law enforcement sectors--in order to provide hope, healing, and renewal in the most efficient and effective ways possible. The Alliance operates two Family Justice Center locations to serve the County: West Center in Richmond, and Central Center in Concord. Plans to open a third location, East Center in Antioch, are currently underway.

### Purpose of the Evaluation

There were three purposes of the evaluation:

**Objective 1:** Assess client characteristics and service utilization to determine growth patterns as a proxy for consumer approval.

**Objective 2:** Assess impacts of co-located multi-agency services on agency professionals as a catalyst to enhance and facilitate the service delivery ecosystem.

**Objective 3:** Assess program outcomes by performing a cost-per-client analysis and comparing to client and funder growth rates.

### Evaluation Approach

The evaluation approach was a mixed-method design including qualitative (e.g., interviews) and quantitative (e.g., surveys and institutional records analysis) methods. Due to the sensitive nature of the client data collected, care was taken to observe strict deidentification of client data prior to disaggregation.

### Evaluation Plan

*Table 1* presents each of the project objectives, the indicator to be measured, and the associated data sources utilized for each objective.

**Table 1: Evaluation Plan (Objectives, Indicators, and Data Sources)**

<b>Evaluation Objective</b>	<b>Indicator to be Measured</b>	<b>Data Sources</b>
<b>Objective 1:</b> Assess client characteristics and service utilization	<ul style="list-style-type: none"><li>• Number of clients served</li><li>• Number of children served</li><li>• Number of Community Building and Long-Term Safety Programs</li><li>• Client outcomes</li></ul>	Client surveys, data from client database, and administrative data and reports
<b>Objective 2:</b> Assess impacts of co-located multi-agency services	<ul style="list-style-type: none"><li>• Number of on-site partners</li><li>• Ratings by partner agency staff</li></ul>	Partner surveys and administrative data and reports
<b>Objective 3:</b> Assess program outcomes	<ul style="list-style-type: none"><li>• Number of Staff</li></ul>	Administrative data and reports

	<ul style="list-style-type: none"> <li>• Number and type of funding sources</li> </ul>	
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## Evaluation Activities and Methods

Several data sources were used to complete the evaluation. The majority of the data comes from reports and underlying materials maintained by the Contra Costa Family Justice Alliance during the period of study. Client stories are collected in the usual course of business for the Alliance and are reviewed to measure client satisfaction. Data from client databases is used for statistical analysis; there were two separate client databases in use during the period of study. In 2014, the Alliance (then the “West Contra Costa Family Justice Center”) used Efforts to Outcomes (ETO) Software by Software Solutions for data collection. In late 2014, staff worked with Massachusetts-based software company, EmpowerDB to create a custom database which would more closely suit the data collecting and reporting needs of the Alliance. Due to changes in data collected and methods of data collection between the two databases, some data sets available in the current system is not available prior to 2015.

### Data Collection Sources: Reports

The Alliance maintains a series of reports which have grown in number and complexity between 2014 and 2017. *Table 2* illustrates the availability of these reports.

**Table 2: Availability of Contra Costa Family Justice Alliance/West Contra Costa Family Justice Center Reports**

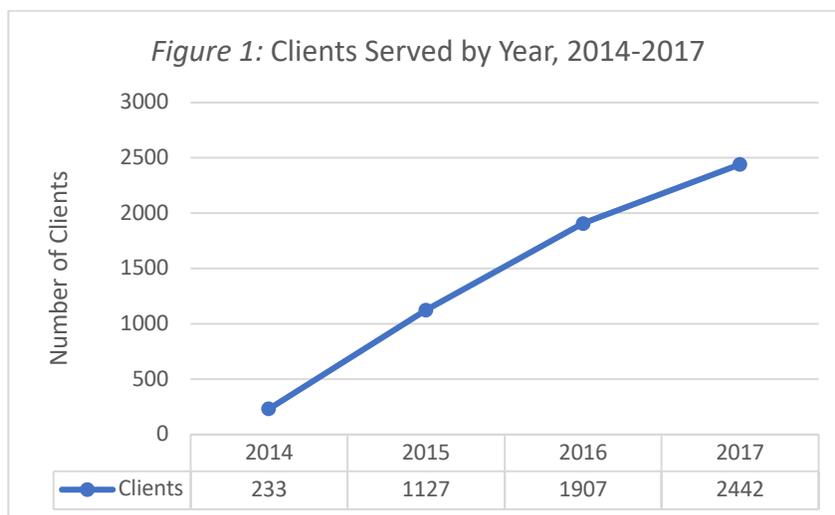
Type of Report	2014	2015	2016	2017
Annual Report	N/A	x	x	x
Client Satisfaction Survey Report	N/A	x	x	x
Partnership Survey Report	N/A	x	x	x
Communication Report	N/A	N/A	x	x
Program Reports	N/A	N/A	x	x
<i>Total Reports</i>	<i>0</i>	<i>3</i>	<i>5</i>	<i>5</i>

All five of these reports were reviewed during this evaluation, as well as individual program, grant and contract, and other reports. Data from the Communication Reports and Program Reports is not analyzed in this evaluation due to the lack of comparable data from 2014 and 2015.

## Client Characteristics and Service Utilization

### Number of clients served

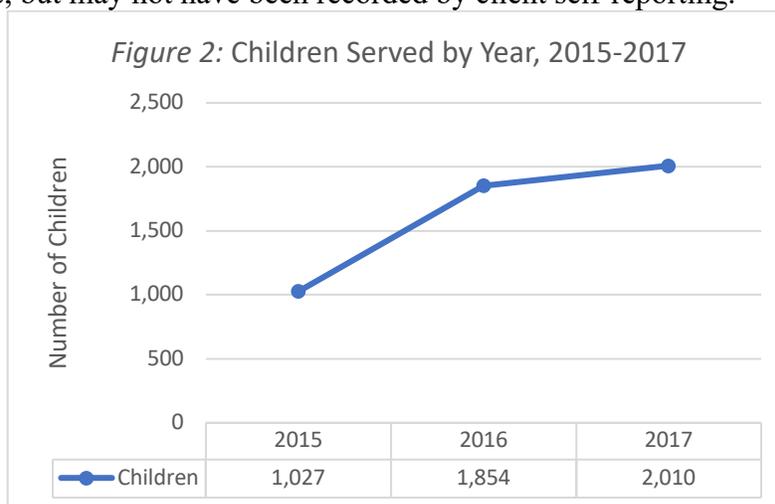
*Figure 1* shows the total number of clients served each year between 2014 and 2017. In sum, the Alliance served 5,709 clients during the evaluation period.



The predecessor to the Alliance, the West Contra Costa Family Justice Center, began as a pilot program in 2011. Between 2011 and 2013, it served 302 clients. In 2014, West Contra Costa Family Justice Center was exiting the pilot stage of the program, and with five staff members, it served 233 client families. In 2015, West Contra Costa Family Justice Center moved to its permanent site in downtown Richmond and opened a second branch in Concord. That year, the two sites served 1,127 client families: a 383% increase over 2014. In 2016, the West Contra Costa Family Justice Center reincorporated as the Contra Costa Family Justice Alliance (“the Alliance”) and served 1,907 client families: a 69% increase over 2015. In 2017, holding the staff size of nine from 2016, the Alliance served 2,442 client families: a 28% increase over 2016, 117% increase over 2015, and 948% increase over 2014.

### Number of children served

*Figure 2* shows the number of children served by the Alliance between 2015 and 2017. In sum, the Alliance served 4,891 children during the evaluation period. In 2014, the client database in use did not allow for reporting of number of children served and therefore, no data is available. It should be noted that many additional children may have received the benefit of a family member’s service, but may not have been recorded by client self-reporting.



In 2015, West Contra Costa Family Justice Center served 1,027 children, bringing the total number of individuals served (clients and children) to 2,154. In 2016, the Alliance served 1,854

children, a total of 3,761 individuals served. In 2017, the Alliance served 2,010 children, a total of 4,452 individuals served. The Alliance recognizes that given the number of children affected by the interpersonal violence in clients' homes, there is a need for more children's programming. The Alliance hopes to begin to address this need in 2018 and 2019 programming.

The Alliance defines "children" as reported household members of primary clients. Individuals who identified as the primary victim/survivor/affected person and were under the age of eighteen were classified as "clients."

### Number of Community Building and Long-Term Safety Programs

Table 3 presents each of the fifteen Alliance programs which were run between 2014 and 2017. In 2014, four programs were run. By 2017, fourteen programs were run.

**Table 3: Contra Costa Family Justice Alliance Programs by Year, 2014-2017**

<b>Program</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Camp Hope		x	x	
Community Fellowship Program	x	x		x
Cooking Matters		x	x	
Countywide Trainings for Law Enforcement	x	x	x	x
Empowered Breath Yoga		x	x	x
Family Justice Institute		x	x	x
Immigration Clinic				x
Innovations Conference		x	x	x
Lawyers for Family Justice			x	x
Mentes Positivas			x	x
Peace Camp		x	x	x
Project Connect	x	x	x	x
Run for Family Justice	x	x	x	x
Triple P Parenting			x	x
WINGS		x	x	x
WINGS Math				x
<i>Total Number of Programs</i>	<i>4</i>	<i>11</i>	<i>13</i>	<i>14</i>

All of the Alliance's programs are run by Alliance staff members in addition to their primary duties in Navigation or administration. Programs are individually evaluated each year (or each session depending on the program) through participant surveys.

### Client Outcomes

Between July 2015 and June 2018, the Alliance reported on the following goals:

1. 100% of families served will experience an increase in safety due to the development of safety plans and education around safety.
2. 50-75% of families served will experience an increase in protective factors and resilience in the prevention of secondary assault or re-assault.
3. 80% of families will report an increase in empowerment related to their ability to advocate for themselves, make informed choices, and ability to navigate complex systems.
4. 70% of families served will experience a reduction in their level of fear and anxiety.

Table 4 displays the results of client surveys measuring the Alliance’s progress towards these goals.

**Table 4: Client Outcomes by Year, July 2015 – June 2018**

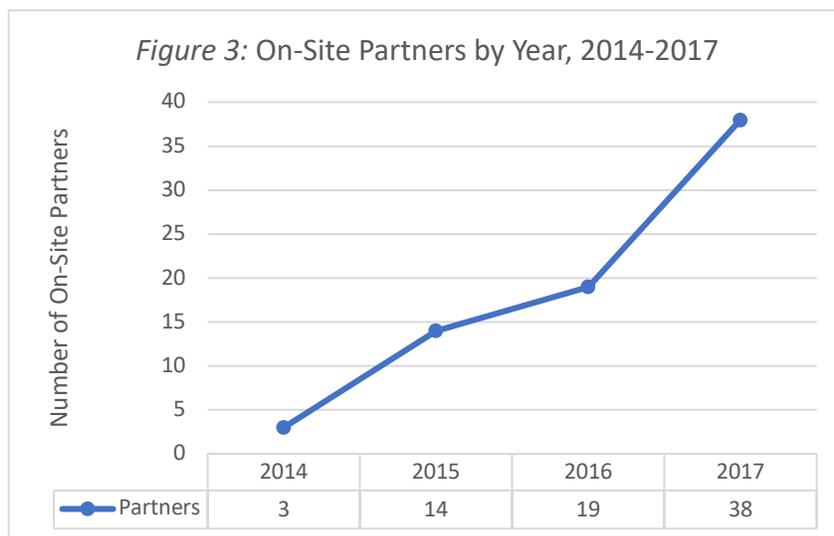
Increase in	07/2015-06/2016	07/2016-06/2017	07/2017-06/2018
<b>1. Safety</b>	100%	100%	100%
<b>2. Protective Factors</b>	90%	95%	97%
<b>3. Empowerment</b>	78%	98%	99%
<b>4. Reduction of Fear</b>	94%	99%	100%

Clients filled out short surveys at the end of their visits with the Alliance. The surveys were available in both English and Spanish. The questions are meant to provide evidence about clients’ comfort at the Centers, satisfaction with the services they received, if they got the help they needed, and whether or not they would recommend the Centers to a friend in need. Most importantly, the surveys solicited evidence on the question of whether or not the Alliance’s Family Justice Centers work: whether clients in crisis and fear actually found safety, comfort, and healing through their work with the Centers’ Navigators and partners. The surveys show that they did. Between July 2015 and June 2018, client outcome rates met and exceeded the goal benchmarks for each indicator. The positive trajectory during the evaluation shows safer, more empowered, more satisfied clients with each year. By 2018, each indicator met or exceeded 97%.

## Impacts of Co-located Multi-Agency Services

### Number of on-site partners

Figure 3 tracks the growth of the number of on-site partners between 2014 and 2017. In 2014, the West Center location was in a small, three-office police substation in a local mall. With the move to a permanent location in 2015, the West Center expanded its capacity with a ~7,000 sqft building. Also in 2015, the Central Center opened a ~7,000 sqft building. Both new sites allowed for an influx of new partners.



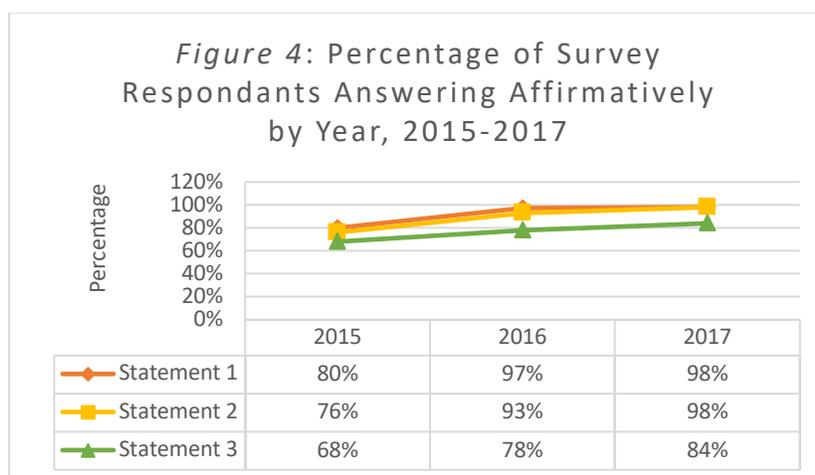
In 2014, three on-site partners shared space in the police substation. In 2015, the number grew to 14 on-site partners between the West and new Central Centers, a 366% increase in partners. In 2016, the Central Center site had 19 on-site partners and the West Center site had 17 on-site partners, a 36% increase in partners over 2015. By 2017, the Alliance had 38 on-site partners serving both West and Central Centers, a 100% increase over 2016.

### Ratings by partner agency staff

Between 2015 and 2017, The Alliance conducted an annual Partnership Survey to get feedback from partner agencies. Survey participants were asked to rank each statement on a five-point scale, responding to each statement with “strongly disagree,” “agree,” “neutral,” “agree,” or “strongly agree.” Questions/statements varied from year to year, but three statements were consistent:

- Statement 1. The Family Justice Center is responsive to our needs and requests.
- Statement 2. It is easy to work with Navigators to meet the needs of our clients.
- Statement 3. Family Justice Center gives us the ability to connect clients with more resources.

For all three statements, affirmative responses (“agree” and “strongly agree”) display a positive trend. When considering these numbers, it should be noted that the number of participants increased each year (2015 n=25; 2016 n=33, and 2017 n=45).



The survey allowed for partners to give suggestions about additional resources they would like to see at the Centers. Each year, the Alliance listened to partners’ suggestions and brought additional resources. In 2015, Victim Assistance and *pro bono* lawyers were identified as needs. The District Attorney Victim Advocate joined the West Center in 2016, and the Lawyers for Family Justice program was started in January 2016. Based on 2016 survey results, the Alliance added immigration law and elder services.

In the 2017 survey, public benefits assistance was identified as a need. Starting in August 2017, the West Center added a Contra Costa County Employment and Human Services Department liaison staff member who assists with public benefits applications. Also identified was the need for increased language access and culturally specific services. The Alliance is working on adding more resources in these areas.

## Program Outcomes

### Number and type of funding sources

Table 5 presents the number of entities and individuals funding the Alliance for each year, 2014 to 2017.

**Table 5: Contra Costa Family Justice Alliance Funding Sources by Year, 2014-2017**

Funding Source	2014	2015	2016	2017
Government	2	6	5	9
Foundations	5	6	10	11
Private/Individual donor over \$1,000	1	10	16	28
<i>Total Sources*</i>	8	22	31	48

\*Total Sources does not include individual donors giving under \$1,000 per year.

The total number of funding sources increased steadily during the evaluation period. In 2014, the West Contra Costa Family Justice Center had 8 funding sources. In 2015, the Alliance had 22 funding sources, a 175% increase over 2014. In 2016, the Alliance had 31 funding sources, a 41% increase over 2015. In 2017, the Alliance had 48 funding sources, a 55% increase over 2016.

### Number of Staff

Table 6 shows total budgets with percent increase over prior year and the salaries budget line items with percent increase over prior year. In 2014, the West Contra Costa Family Justice Center's budget was \$717,498 (with staff salaries totaling \$305,500 for five staff members). In 2015, the Alliance's budget was \$953,699 (with staff salaries totaling \$560,587 for nine staff members). In 2016, the Alliance's budget was \$1,262,715 (with staff salaries totaling \$545,044 for nine staff members). In 2017, the Alliance's budget was \$1,272,690 (with staff salaries totaling \$536,110 for nine staff members).

**Table 6: Contra Costa Family Justice Alliance Budget by Year, 2014-2017**

	2014	2015	2016	2017
<b>Total Budget</b>	\$717,498	\$953,699	\$1,262,715	\$1,272,690
<b>% Increase over prior year</b>	N/A	32.92%	32.40%	0.79%
<b>Total Salaries<sup>^</sup></b>	\$305,500	\$560,587	\$545,044	\$536,110
<b>% Increase over prior year</b>	N/A	83.50%*	-2.77%	-1.64%

<sup>^</sup>staff salaries do not include payroll taxes and benefits

\*staff size increased by 80%.

Between 2015 and 2017, staffing at the Alliance remained stable at nine employees (full and part time) while staff salaries costs decreased by -2.77% and -1.64% respectively.

### Cost Per Client Analysis

Table 7 shows cost per client, calculated by taking the year's total budget and dividing by the number of clients served.

**Table 7: Cost per Client by Year, 2014-2017**

	2014	2015	2016	2017
<b>Total Budget</b>	\$717,498	\$953,699	\$1,262,715	\$1,272,690

<b>Clients Served</b>	233	1,127	1,907	2,442
<b>Cost per Client</b>	<b>\$3,079.39</b>	<b>\$846.23</b>	<b>\$662.15</b>	<b>\$521.17</b>
<b>% Decrease over prior year</b>	N/A	-72.52%	-21.75%	-21.29%

Between 2014 and 2017, costs per client have steadily dropped while services for clients (i.e. number Centers locations open, number of partner organizations available as connections, and number of on-site programs available) have steadily risen. During much of this time (2015-2017), staffing numbers stayed constant; with the only jump being between 2014 and 2015 when a second Center location was opened requiring additional staff.

## Conclusions and Recommendations

### Conclusions

Between January 1, 2014 and December 31, 2017:

1. Number of clients served, children served, programs offered, on-site partners, and funding sources have steadily increased;
2. Partners and clients have increasingly reported positive outcomes and satisfaction with the Centers;
3. Number of staff/employees has largely remained stagnant; and
4. Costs per client have steadily decreased.

The Contra Costa Family Justice Alliance is a model organization: increasing services and satisfaction while reducing costs over a period of four years. Growth in numbers of clients and children indicates consumer approval. Growth in number of programs offered and number of on-site partners indicates community buy-in and eagerness to participate in a thriving project.

On-site partner agency representatives agree that the Alliance is responsive to their needs and requests; Navigators are easy to work with to meet the needs of their clients; and the Alliance provides the ability to connect clients with more resources. Partner survey responses indicate a healthy service delivery ecosystem which in turn contributes to growth and community buy-in.

Lastly, the Alliance is cost-effective. Despite impressive growth in service delivery, the Alliance has actually reduced per-client costs steadily over all four years. Growth in the number of funders and donors indicates funder confidence in the Alliance and endorsement of the Family Justice Center model.

### Challenges/Limitations of the Administrative Data

Challenges to evaluation were with data gathering. As the Alliance has grown and developed over the evaluation period, recording methods and data keeping has also changed. Data had to be excavated from various old printouts from different databases. One database which is no longer in use, was the primary source of data collection for 2014. The Alliance’s beginning as the West Contra Costa Family Justice Center, fiscally sponsored by the Tides Foundation, also created challenges in accessing financial data from 2014 and 2015.

Staff turnover was also a challenge to gathering historical data. Although the Executive Director has been with the Alliance since March of 2014, no staff member had been there between January 1, 2014 and December 31, 2017. The average tenure of a staff member at the Alliance was 1.5 years.

## Recommendations for Future Evaluations

The following questions should guide future evaluations:

1. Does client satisfaction and feelings of safety and empowerment lead to a reduction in subsequent acts of violence being inflicted upon the client?
2. Does client satisfaction and feelings of safety and empowerment lead to a different client reaction to interpersonal violence?
3. What challenges may present themselves in maintaining client and partner satisfaction levels with the addition of an East Center?
4. Are clients who participate in Long-Term Safety Programs and Community Building Programs ultimately safer or otherwise better off?
5. How can individuals committing interpersonal violence get help and support with the client instead of being “locked out” of the Centers?
6. Given that interpersonal violence is a learned behavior, what can be done to assist children and teens who have been exposed?