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GILA COUNTY

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PROFESSIONAL CONSULTING SERVICES CONTRACT NO. 111814
LIMITED PROCESS AND OUTCOME EVALUATION
FOR SUBSTANCE USE/ABUSE PROGRAMS FOR JUVENILES

THIS AGREEMENT, made and entered into this 25 day of NOVEMBER, 2014, by and between the Gila County, a political subdivision of the State of Arizona, hereinafter designated the **COUNTY**, and LeCroy & Milligan Associates, Inc. of the City of Tucson, County of Pima, State of Arizona, hereinafter designated the **EVALUATOR**.

WITNESSETH: That the **Evaluator**, for and in consideration of the sum to be paid him by the **County**, in the manner and at the time hereinafter provided, and of the other covenants and agreements herein contained, hereby agrees, for himself, his heirs, administrators, successors, and assigns as follows:

ARTICLE I – SCOPE OF SERVICES: The Evaluator shall provide the services and products listed in Attachment “A” to Professional Services Contract No. 111814, by mention made a binding part of this agreement as set forth herein.

ARTICLE II – CONTRACTOR’S FEE: Refer to attached Attachment “A” to Professional Services Contract No. 111814, by mention made a binding part of this agreement as set forth herein.

ARTICLE III – INDEMNIFICATION CLAUSE: Evaluator shall indemnify, defend, save and hold harmless the County of Gila and its officers, officials, agents, and employees (hereinafter referred to as "Indemnatee") from and against any and all claims, actions, liabilities, damages, losses, or expenses (including court costs, attorneys' fees, and costs of claim processing, investigation and litigation) (hereinafter referred to as "Claims") for bodily injury or personal injury (including death), or loss or damage to tangible or intangible property caused, or alleged to be caused, in whole or in part, by the negligent or willful acts or omissions of Evaluator or any of its owners, officers, directors, agents, employees or subcontractors. This indemnity includes any claim or amount arising out of or recovered under the Workers' Compensation Law or arising out of the failure of such Evaluator to conform to any federal, state or local law, statute, ordinance, rule, regulation or court decree. It is the specific intention of the parties that the Indemnatee shall, in all instances, except for Claims arising solely from the negligent or willful acts or omissions of the Indemnatee, be indemnified by Evaluator from and against any and all claims. It is agreed that the Evaluator will be responsible for primary loss investigation, defense and judgment costs where this indemnification is applicable. In consideration of the award of this contract, the Evaluator agrees to waive all rights of subrogation against the County, its officers, officials, agents and employees for losses arising from the work performed by the Evaluator for the County.

ARTICLE IV - INSURANCE REQUIREMENTS: Evaluator and subcontractors shall procure and maintain until all of their obligations have been discharged, including any warranty periods under this Contract are satisfied, insurance against claims for injury to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Evaluator, his agents, representatives, employees or subcontractors.

The insurance requirements herein are minimum requirements for this Contract and in no way limit the indemnity covenants contained in this Contract. The County in no way warrants that the minimum limits contained herein are sufficient to protect the Evaluator from liabilities that might arise out of the performance of the work under this contract by the Evaluator, his agents, representatives, employees or subcontractors and Evaluator is free to purchase additional insurance as may be determined necessary.

A. MINIMUM SCOPE AND LIMITS OF INSURANCE: Evaluator shall provide coverage with limits of liability not less than those stated below.

1. Commercial General Liability – Occurrence Form

Policy shall include bodily injury, property damage and broad form contractual liability coverage.

- General Aggregate \$2,000,000
- Products – Completed Operations Aggregate \$1,000,000
- Personal and Advertising Injury \$1,000,000
- Each Occurrence \$1,000,000

a. The policy shall be endorsed to include the following additional insured language: **"The County of Gila shall be named as an additional insured with respect to liability arising out of the activities performed by, or on behalf of the Evaluator".**

2. Worker's Compensation and Employers' Liability

| | |
|-------------------------|-----------|
| Workers' Compensation | Statutory |
| Employers' Liability | |
| Each Accident | \$100,000 |
| Disease – Each Employee | \$100,000 |
| Disease – Policy Limit | \$500,000 |

a. Policy shall contain a **waiver of subrogation** against the County of Gila.

3. Professional Liability (Errors and Omissions Liability)

| | |
|------------------|-------------|
| Each Claim | \$1,000,000 |
| Annual Aggregate | \$2,000,000 |

a. In the event that the professional liability insurance required by this Contract is written on a claims-made basis, Evaluator warrants that any retroactive date under the policy shall precede the effective date of this Contract; and that either continuous coverage will be maintained or an extended discovery period will be exercised for a period of two (2) years beginning at the time work under this Contract is completed.

B. ADDITIONAL INSURANCE REQUIREMENTS: The policies shall include, or be endorsed to include, the following provisions:

1. On insurance policies where the County of Gila is named as an additional insured, the County of Gila shall be an additional insured to the full limits of liability purchased by the Evaluator even if those limits of liability are in excess of those required by this Contract.
2. The Evaluator's insurance coverage shall be primary insurance and non-contributory with respect to all other available sources.
3. Coverage provided by the Evaluator shall not be limited to the liability assumed under the indemnification provisions of this Contract.

C. NOTICE OF CANCELLATION: Each insurance policy required by the insurance provisions of this Contract shall provide the required coverage and shall not be suspended, voided, canceled, reduced in coverage or endorsed to lower limits except after thirty (30) days prior written notice has been given to the County. Such notice shall be sent directly to Jeannie Sgroi, 1400 E. Ash St., Globe, AZ 85501 and shall be sent by certified mail, return receipt requested.

D. ACCEPTABILITY OF INSURERS: Insurance is to be placed with insurers duly licensed or approved unlicensed companies in the state of Arizona and with an "A.M. Best" rating of not less than B+ VI. The County in no way warrants that the above-required minimum insurer rating is sufficient to protect the Evaluator from potential insurer insolvency.

E. VERIFICATION OF COVERAGE: Evaluator shall furnish the County with certificates of insurance (ACORD form or equivalent approved by the County) as required by this Contract. The certificates for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf.

All certificates and endorsements are to be received and approved by the County before work commences. Each insurance policy required by this Contract must be in effect at or prior to commencement of work under this Contract and remain in effect for the duration of the project. Failure to maintain the insurance policies as required by this Contract or to provide evidence of renewal is a material breach of contract.

All certificates required by this Contract shall be mailed directly to Jeannie Sgroi, 1400 E. Ash St., Globe, AZ 85501 or email to Jeannie Sgroi at jsgroi@gilacountyaz.gov. The County project/contract number and project description shall be noted on the certificate of insurance. The County reserves the right to require complete, certified copies of all insurance policies required by this Contract at any time.

- F. **SUBCONTRACTORS:** Evaluators' certificate(s) shall include all subcontractors as additional insured's under its policies or Evaluator shall furnish to the County separate certificates and endorsements for each subcontractor. All coverage's for subcontractors shall be subject to the minimum requirements identified above.
- G. **APPROVAL:** Any modification or variation from the insurance requirements in this Contract shall be made by the County Attorney, whose decision shall be final. Such action will not require a formal Contract amendment, but may be made by administrative action.

ARTICLE V – LEGAL ARIZONA WORKERS ACT COMPLIANCE: Evaluator hereby warrants that it will at all times during the term of this Contract comply with all federal immigration laws applicable to Evaluator's employment of its employees, and with the requirements of A.R.S. § 23-214 (A) (together the "State and Federal Immigration Laws"). Evaluator shall further ensure that each subcontractor who performs any work for Evaluator under this contract likewise complies with the State and Federal Immigration Laws.

County shall have the right at any time to inspect the books and records of Evaluator and any subcontractor in order to verify such party's compliance with the State and Federal Immigration Laws.

Any breach of Evaluator's or any subcontractor's warranty of compliance with the State and Federal Immigration Laws, or of any other provision of this section, shall be deemed to be a material breach of this Contract subjecting Evaluator to penalties up to and including suspension or termination of this Contract. If the breach is by a subcontractor, and the subcontract is suspended or terminated as a result, Evaluator shall be required to take such steps as may be necessary to either self-perform the services that would have been provided under the subcontract or retain a replacement subcontractor, as soon as possible so as not to delay project completion.

Evaluator shall advise each subcontractor of County's rights, and the subcontractor's obligations, under this Article by including a provision in each subcontract substantially in the following form:

"Subcontractor hereby warrants that it will at all times during the term of this contract comply with all federal immigration laws applicable to Subcontractor's employees, and with the requirements of A.R.S. § 23-214 (A). Subcontractor further agrees that County may inspect the Subcontractor's books and records to insure that Subcontractor is in compliance with these requirements. Any breach of this paragraph by Subcontractor will be deemed to be a material breach of this contract subjecting Subcontractor to penalties up to and including suspension or termination of this contract."

Any additional costs attributable directly or indirectly to remedial action under this Article shall be the responsibility of Evaluator. In the event that remedial action under this Article results in delay to one or more tasks on the critical path of Evaluator's approved construction or critical milestones schedule, such period of delay shall be deemed excusable delay for which Evaluator shall be entitled to an extension of time, but not costs.

ARTICLE VI – SCHEDULE & FEES: Refer to Attachment "A" to Professional Services Contract No. 111814, by mention made a binding part of this agreement as set forth herein. To the extent that the terms and conditions of this Professional Services contract conflict with the Terms and Conditions of Attachment "A", the terms and conditions of this service agreement will prevail and govern the contractual relationship between the parties.

ARTICLE VII – LAWS AND ORDINANCES: This agreement shall be enforced under the laws of the State of Arizona. Evaluator shall maintain in current status all Federal, State and Local licenses and permits required for the operation of the business conducted by the Evaluator. The Evaluator shall comply with the applicable provisions of the Americans with Disabilities Act (Public Law 101-336, 42 U.S.C. 12101-12213) and applicable federal regulations under the Act.

ARTICLE VIII – CANCELLATION: This agreement is subject to cancellation pursuant to A.R.S. § 38-511. If this Agreement is terminated, the County shall be liable only for payment for services rendered and accepted material received by the County before the effective date of termination. The Evaluator shall be considered in default of this contract and such default will be considered as cause to terminate the contract for any of the following reasons if the Evaluator:

- a. Fails to perform the work under the contract within the time specified in the "Notice to Proceed"; or
- b. Fails to perform the work or fails to provide sufficient workers, equipment or data to assure completion of work in accordance with the terms of the contract; or
- c. Performs the work unsuitably or neglects or refuses to follow the Scope of Work; or
- d. Discontinues the prosecution of the work; or
- e. Fails to resume work which as been discontinued within a reasonable time after notice to do so; or
- f. Becomes insolvent or is declared bankrupt, or commits any act of bankruptcy or insolvency; or

- g. Makes assignment for the benefit or creditors.
- h. If it is found that gratuities were offered or given by the Evaluator or any agent or representative of the Evaluator, to any officer or employee of the County.

ARTICLE IX – PAYMENT: The Scope of Services as outlined above will be performed on a lump sum basis with a not-to-exceed without written authorization budget of \$ 9,000.00. Additional work, as authorized, will be performed on a Time and Materials basis per Attachment "A" to Professional Services Contract No. 111814.

Compensation shall follow the guidelines of **A.R.S. §34-221**. Each invoice must include itemized task and dollar figure for each task completed. Each invoice must show a signature by the County representative confirming services rendered and authorizing payment.

ARTICLE X – TERM: Contract shall be effective date signed by the County Manager and expire upon completion of the work identified as "Project Timeline" in Attachment "A" to Professional Services Contract No. 111814.

IN WITNESS WHEREOF, two (2) identical counterparts of this contract, each which shall include original signatures and for all purposes be deemed an original thereof, have been duly executed by the parties hereinabove named, on the date and year first above written.

In return for the performance of the Contract by the **Evaluator**, the **County** agrees to pay the amount of not more than \$9,000.00 including all applicable taxes through a payment schedule as described in the Contract documents and as may be modified and executed by change orders.

GILA COUNTY PROFESSIONAL EVALUATORING SERVICES CONTRACT NO. 111814

**LIMITED PROCESS AND OUTCOME EVALUATION
FOR SUBSTANCE USE/ABUSE PROGRAMS FOR JUVENILES**

GILA COUNTY:



Don E. McDaniel, County Manager

LeCROY & MILLIGAN ASSOCIATES, INC.:



Signature of Authorized Representative

Michael Lantieri, PhD, CEO

Print Name

Evaluation Design and Approach

LeCroy & Milligan Associates proposes to conduct a limited process and outcome evaluation for this contract. The aims of the evaluation will be to: (1) provide Gila County Superior Court Juvenile Drug Court program staff with information to answer select process and outcome type questions; and (2) to assist program staff in building their own capacity to monitor the program and report to the funder in an accurate and timely manner. Data will be collected primarily through program staff interactions with youth and may include multiple sources such as stakeholders, key informants, staff, and systems-level data.

Currently the Gila County Superior Court Juvenile Drug Court teams serve adolescents with Substance Use Disorders, and often times co-occurring mental health disorders, who are post adjudicated. This project expands current services to include pre-adjudicated youth and those at the referral stage of the juvenile justice process.

The intended outcomes for the intervention are:

- Youth at risk of substance abuse will have increased access to services;
- Youth will increase their pro-social skills and other resiliency factors;
- Youth will reduce use/abuse of substances; and
- Youth will reduce criminal activities.
- Community rates of youth crime will decrease over time.

Primary process evaluation questions may include:

1. What are the characteristics of the juveniles (n=126 per year and N=369 in three years) served by this program? (e.g., personal characteristics such as age, ethnicity/race, primary language, family characteristics, etc.; risk and protective factors such as family functioning, criminal justice involvement, risk/need assessment information, school performance, substance abuse, etc.).
2. What types of treatment services are ordered and or provided for juveniles who are in this program? How many juveniles receive different treatments while in the program? What is the program attrition rate?
3. What factors are used to determine assignment to the treatment program? Are the appropriate programs available for these youth?
4. What are the average caseload ratios and range of caseloads per staff person within the program? Are these ratios within administrative guidelines?
5. How many treatment programs do juveniles enter during treatment? What is the



length of time juveniles stay in different treatment programs?

6. How many juveniles successfully complete services?
7. To what extent does the program lead to improved coordination among various agencies such as education, behavioral health, and juvenile justice?
8. How are assessments/data used in case planning and coordination? Is there increased capacity to address needs of juveniles?
9. How does family involvement in juveniles' lives changed over time?
10. Overall, what is deemed to work well and what needs improvement?

The primary outcome evaluation questions for this study may include:

1. Is there a relationship between successful program completion and youth's substance use/abuse and recidivism rates?
2. What are the mediators and moderators of outcomes?
3. Does program dosage or case plan compliance impact outcomes?
4. What factors predict if a juvenile is more likely to recidivate?
5. Do youth served by the Gila Juvenile Drug Court have more access to appropriate services?

Data Analysis Plan

The analysis of the study data will occur in several stages, starting with exploratory analysis and moving towards explanatory/predictive analysis. Analysis will be performed using the Statistical Package of the Social Sciences (SPSS 20) or a similar software program. Initially, we will generate descriptive statistics, such as tabulation of frequencies, percentages, and central tendencies, to observe sample distribution characteristics and examine/clean missing and outlying data. These analyses will provide basic characteristics of the programs and participants, informing process evaluation questions. Based on our past work, the outcome of recidivism may be defined as referral to the Court within 12 months, for either a technical violation or new offense. Substance use related outcomes will be operationalized with program staff.

Next, data will be analyzed to try to detect relationships between treatment completion, dosage and outcomes. The evaluation associate will work to detect these associations based on a program logic model derived with program staff. Evaluation associate staff will also assist program staff in reporting to SAMSHA as needed. A more specific analytic plan will be developed with a final work plan.



Project Timeline

| Month(s)/ Activity Areas | Activities/Milestones | Products/ Deliverables |
|---|---|---|
| <p>1: December- January 2015</p> <p>Preparatory Review Discussions/ Literature Review</p> | <p>Major Activities:</p> <ul style="list-style-type: none"> • Prepare for initial meeting with program staff • Review relevant literature / program descriptions • Prepare IRB, if needed • Develop instruments and protocols for data collection <p>Data Collection, Review, and Management:</p> <ul style="list-style-type: none"> • Begin review of existing documents and data sources • Begin to identify any additional data sources • Review program databases <p>Reporting:</p> <ul style="list-style-type: none"> • Provide Status Reports | <ul style="list-style-type: none"> • Final work plan approved by Gila program staff. • LMA monthly updates due by the 10th of each month. • Instruments, protocols, and surveys • IRB approval, if needed |
| <p>2: February- March 2015</p> <p>Instrument Design and protocol design</p> | <p>Major Activities:</p> <ul style="list-style-type: none"> • Develop quality assurance methods; need for reporting on fidelity measures based on implementation of best practice clinical activities? • Conduct observations, if desired • Collect implementation data on use of evidence-based strategies • Assess capacity-building <p>Data Collection, Review, Analysis and Management:</p> <ul style="list-style-type: none"> • Participate in on site staffing as needed/requested • Refine/create protocols for data collection identified in scope of work • Finish identification of any new data sources • Continue data collection <p>Reporting:</p> <ul style="list-style-type: none"> • Provide Monthly Status Report | <ul style="list-style-type: none"> • Monthly status report (due by 10th of month) • Quality assurance metrics |



| Month(s)/ Activity Areas | Activities/Milestones | Products/ Deliverables |
|--|--|--|
| 3: April-August 2015 Data Collection | Data Collection, Review, Analysis and Management: <ul style="list-style-type: none"> • Continue data collection • Begin data analysis • Identify any continuing gaps in data collection • Plan for collection of any additional information • Conduct quality assurance Reporting: <ul style="list-style-type: none"> • Provide Monthly Status Report | <ul style="list-style-type: none"> • Third monthly status report (due by 10th of month) • Updated workplan (due by 10th of month) • Fidelity measures • Observation protocols • Quality assurance methods |
| 4: August - September 2015 Implementation of data analysis Analysis of program impact | Major Activities: <ul style="list-style-type: none"> • Share progress on data collection and analysis according to agreed upon plan • Identify any continuing unmet data collection needs, issues, or challenges • Provide brief monthly update Data Collection, Review, Analysis and Management: <ul style="list-style-type: none"> • Conduct data analysis • Final identification of any gaps in data collection Reporting: <ul style="list-style-type: none"> • Provide Monthly Status Report • Final draft of Year One - Final Report • Receive feedback and submit final report | <ul style="list-style-type: none"> • Monthly status report (due by 10th of month) • Data tables • Draft report • Final report |

Project Management and Communication Plan

LeCroy & Milligan Associates staff are well versed in working as part of a team, which fosters an internal environment of collaboration among evaluation, research assistant, data management, and administrative staff. In addition, through our years of experience on projects at the local, state, and national level, LeCroy & Milligan Associates staff have experience in collaborating with different organizations, entities,



research teams, and individuals. LeCroy & Milligan Associates is an independent research and program evaluation firm and we are members of and adhere to the ethical principles delineated by the American Evaluation Association.

The LeCroy & Milligan Associates team is skilled at and will develop and implement a comprehensive evaluation plan tailored to this project. Our training and skills in project management ensure that all project components and deliverables are completed in a timely manner. A detailed task/timeline, designed with the assistance and approval of the client, will be included in our evaluation plan and guide the scheduling of activities. Our task/timeline tool includes all the major tasks and deliverables to be accomplished during the contract time frame.

Our company understands that communication is essential to completing an effective evaluation and meeting deadlines; during our initial meeting with the client and stakeholders, we will determine a communication plan, which specifies the mode (include email, phone, and/or conference calls) and frequency of communication (a minimum of monthly communication). We will also discuss data collection methods and schedules at early meetings and will revisit our plan and task/timeline, as needed, throughout the duration of a project.

Once the timeline is established, LeCroy & Milligan Associates will work to ensure that it is followed. With a team of evaluators available to work on projects, our company has the capability of responding to proposals and projects with limited notice. Projects and tasks are delegated to teams and team members, based on skills and expertise. We will ensure that other staff members have knowledge about this project, so that more periodic or short turnaround requests from organizations can be accommodated. For example, in our work as the primary evaluators for the United Way of Tucson and Southern Arizona, we have the experience of responding to immediate data, information, and work requests, such as grant writing, consultation on proposals, and technical assistance. Our team is committed to providing data and/or work products for clients in a timely manner, so that this information can be used for program improvement, staff development, and other needs.



4.2 References from the last three (3) to five (5) years for this type of commitment (governmental entity preferred).

1. Company Name: Arizona Department of Juvenile Corrections
Address: 1624 W. Adams, Phoenix, AZ 85007
Contact: John Vivian, Administrator
Telephone: 602-526-6066
Email: jvivian@azdjc.gov

2. Company Name: Pima County Juvenile Court Center
Address: 2225 E. Ajo Way, Tucson, AZ 85713
Contact: Chris Swenson-Smith
Telephone: 520-740-4562
Email: chris.swenson-smith@pcjcc.pima.gov

3. Company Name: Pima County Juvenile Court Center
Address: 2225 E. Ajo Way, Tucson, AZ 85713
Contact: Ann Meyer
Telephone: 520-740-2094
Email: maryann.meyer@pcjcc.pima.gov

4. Company Name: Compass Behavioral Healthcare
Address: 2475 N. Jackrabbit Ave., Tucson, AZ 85745
Contact: Mary Jo Silcox
Telephone: 520-628-3344
Email: msilcox@compasshc.org



Organizational Profile

LeCroy & Milligan Associates has significant experience in conducting evaluations at the state, local, and national level since 1991. This experience includes the research and evaluation of juvenile justice and child welfare programs, including the statewide evaluation of Healthy Families Arizona, a child abuse and neglect prevention program. Our staff of professionals includes researchers, computer information, quality assurance, training, data management, and data entry specialists. Our multidisciplinary team is comprised of individuals with professional backgrounds in public health, psychology, social work, sociology, survey research, juvenile justice, education, public administration, family studies, and information systems management.

LeCroy & Milligan Associates, Inc. is uniquely qualified to conduct this evaluation because of our expertise in project management, experience in conducting complex evaluations involving multiple stakeholders, and experience in using rigorous evaluation techniques. LeCroy & Milligan Associates has designed and conducted formative and summative evaluations for federal, state, and local organizations and agencies. This experience includes evaluation of juvenile justice and prisoner reentry programs; development and validation of risk prediction instruments in juvenile justice; and home visitation, child abuse and neglect, and other child welfare programs. Examples of past evaluations include a Children's Bureau grant to conduct a rigorous evaluation of an existing child abuse program (randomized clinical trial); a statewide evaluation of the Colorado's probation program for juveniles and adults; a statewide evaluation of Promoting Safe and Stable Families; evaluation of the Pima County Drug Court program; development and validation of a juvenile risk instrument for the ADOC; and development of a quality assurance review system of a foster care readiness program for the Arizona Department of Economic Security.

LeCroy & Milligan Associates is a majority woman-owned business with culturally and linguistically diverse employees. We enjoy our work and the culture we create together, as evidenced by awards and nominations for "best place to work." Our staff has conducted professional presentations and written technical reports and research briefs, and published peer reviewed articles to meet the dissemination goals of our projects. Because we have worked with local, county, state, and federal projects, we have a broad exposure to the human services delivery systems, and have completed literature reviews about evidence-based best practices in many service areas.

LeCroy & Milligan Associates maintains a well-established office in Tucson, Arizona, which has a conference room available for meetings and trainings; a large library of



evaluation, prevention, and training materials; scanners, photo copiers, printers, and fax machines; as well as two secure servers for accessing and storing data in a password protected, firewalled environment. We maintain three websites and regularly post reports, written materials, training materials, and relevant links. Staff members are connected with a local area computer network with state-of-the-art word processing equipment, and use Microsoft products, as well as SPSS, Epi-Info, ArcView GIS mapping, and Dreamweaver software. We also have access to large mainframe computers when needed. Our computer and personnel capacity and experience allow us to process and enter data sets of all sizes.

LeCroy & Milligan Associates comprises a unique blend of individuals who have the analytical, statistical, and substantive expertise to respond to the needs of organizations we serve and produce exceptional consultation in program evaluation, quality assurance, technical assistance, and training. Our team of professionals includes Ph.D. and Master's level evaluators, Masters' and Bachelors' level research assistants; computer information/technology staff; data management and entry staff; and management and administrative professionals. Among our staff are professionals who have extensive programmatic and research experience, qualities that help ground our research in the realities of program implementation. Collectively our staff possess expertise in a wide range of content areas, including drug court, prisoner reentry, adult and juvenile justice and delinquency, substance abuse prevention and treatment, adolescent risk behaviors, child welfare, child abuse and neglect, home visitation, community development, youth leadership development, domestic violence, family support and preservation, maternal health, healthcare systems, homeless youth, children with special health care needs, early childhood education, secondary education, and drop-out prevention. As a result of the broad base of staff available, evaluators can be matched to the needs of specific projects.



Key work that relates to our expertise in this area includes:

Assessing Risk of Recidivism among Juvenile Offenders: The Recidivism Risk Instrument

- This project was completed for the Arizona Department of Juvenile Corrections. The project purpose was to revalidate the Dynamic Risk Instrument (DRI) using variables resident in the Criminogenic and Protective Factors Assessment (CAPFA). Special considerations included, 1) whether girls should be included with the boys in a recidivism risk instrument or if they should be addressed separately in a new model, and 2) whether substance abuse, gang affiliation, violence history, education, and employment factors should be addressed in a new model. Logistic regression was used to build the prediction models.

Pima County Superior Court, Juvenile Court Center Justice and Mental Health Collaboration Project

- This project was funded by the U.S. Department of Justice. This project seeks to increase access to mental health and other treatment services for youth with mental illnesses or co-occurring mental health and substance abuse disorders. The program encourages early intervention for these multisystem-involved youth and families.

Compass Prisoner Reentry Project

- The Greater Arizona Reintegration Services Project (GARSP) is a project of Compass-SAMHC Behavioral Health Care and is funded by an Offender Reentry Program (ORP) grant from the Substance Abuse and Mental Health Administration (SAMHSA). The purpose of this project is to expand and enhance substance abuse treatment and related recovery and reentry services to adult offenders (ages 18 and over), returning to Pima County from several Arizona prisons. GARSP has four primary goals: 1) to increase statewide collaborative efforts to reduce recidivism, substance abuse/use and increase self-sufficiency and stability among the offender population; 2) to promote sobriety and improved mental health status among participants; 3) to provide participants with a continuum of treatment and supportive services; and 4) to provide treatment and support services with evidence-based practices to improve the ability of each individual to achieve self-sufficiency and stability. LeCroy &



Milligan Associates provided a process and outcome focused evaluation for this three year project.

Juvenile/Family Drug Court and Diversion Program Evaluation

- A unique aspect of this evaluation was the development of an Access database for on-site data collection of participant outcome information. Instruments developed included parent and youth surveys, interview protocols for site visits with court staff, and focus group protocols. We completed a longitudinal data analysis of changes in youth who participated in the drug court programs, using repeated ANOVAs and time series data analysis.

Pima County Family Drug Court

- Monitor the data requirements of the funder including data collection oversight, processing and cleaning of data. Design and implementation of an evaluation of the effectiveness of drug court. Specific goals include: examination of the outcomes associated with the Trauma component of family drug court, 2. Use of data to guide the primary stakeholders in the planning and preparation to sustain the work of the Family Drug Court in the absence of continued external funding.

Empirical Validation of the Arizona Risk/Needs Instrument and Assessment Process

- This project used multivariate statistical techniques (logistic regression) to empirically establish factors that could be used to classify offenders into low, medium, and high risk groups on re-offense rates. The analysis included drawing validation samples from the JOLTS automated database, re-coding the salient variables for analysis, and conducting the regression analysis.

Evaluation of Treatment Services/Recidivism of Juvenile Offenders

- This study investigated the characteristics of juvenile offenders who received treatment services. LeCroy & Milligan Associates, Inc. completed this evaluation for the Arizona Supreme Court. This evaluation required using an extracted data base from JOLTS. This study included an extensive literature review of treatment approaches with juveniles, and an analysis and description of over 7,000 juveniles receiving treatment throughout Arizona.



Colorado Probation Cognitive Behavioral Programs Evaluation

- This three-year project included the development of Probation Officer on-line surveys, client surveys, a program fidelity checklist, focus group and key informant interview protocols. The study included a comprehensive evaluation of the effectiveness of specialized probation services.

Coconino County Juvenile Probation Step Up program evaluation

- The three-year project is aimed at: (1) further developing a parent-inclusive environment for services provided in Page, Flagstaff, and Williams, and (2) enhancing the functioning of Court-involved families to aid youth in successfully completing the Step-Up Probation process. The overarching goal of the evaluation was to empirically assess the impact of parental and youth involvement in both the Tier 1 and Tier 2 programs as well as to assess the perceptions of Probation Officers involved in the programs.

Staffing for the Project

LeCroy & Milligan Associates, Inc. uses a team approach to conduct evaluations and research which allows for using the most qualified staff to work on various aspects of the work. Because we have a team model our clients are assured that the work is completed in a timely and efficient manner, i.e., work is not dependent on just one person. Key staff assigned to this project include: Sonia Cota-Robles, Ph.D., and Michel Lahti, Ph.D. Their resumes are attached at the end of this document.



Budget Justification

Project Period: 12.1.2014 - 9.30.2015 (10 mos.)

The team for this project includes two Evaluation Associates, and the team will be responsible for evaluation design, instrument and protocol design, process evaluation data collection from Court staff, designing and carrying out quality assurance activities, data cleaning, data analysis, quarterly reports, client meetings and final report. Our rate is \$110.00 per hour and includes all other costs. In-state travel will be required to conduct meetings. The Company reimburses for mileage, lodging, and per diem at the state rates, and rents vehicles when it is more cost efficient. Travel costs include 9 days car rental for meetings in Globe, with 10 lunches.

Total cost for the 10 month service contract: \$9,000.00

Our normal procedure is to provide a written summary of progress each month along with a fixed price invoice. Therefore, for this project we would expect to invoice \$900.00 per month for 10 months to cover the costs for the evaluation services.



Resumes of Key Staff

Project Lead:

Sonia Cota-Robles, Ph.D., J.D., Evaluation Associate

LeCroy & Milligan Associates, Inc.
2020 N. Forbes, Suite 104
Tucson, Arizona 85745
(520) 326-5154, ext. 120
sonia@lecroymilligan.com

Prior to entering the evaluation field, Dr. Cota-Robles worked in several capacities in juvenile justice. She was an Assistant Public Defender at the Pima County Juvenile Court before earning a Ph.D. in Family Studies and Human Development, using both qualitative and quantitative strategies to research the effects of gender, acculturation, and parenting processes on delinquency risk for Mexican American adolescents. While completing her Ph.D., she managed a state-funded mentoring program for high-risk youth in Pima County who were transitioning back into the community from the Arizona Department of Corrections. She spent six years at Temple University with Dr. Lawrence Steinberg, working as the site manager for the Philadelphia site of Research on Pathways to Desistance, a national, longitudinal study of the transition to adulthood for serious juvenile offenders funded by federal, state, and private funders, including OJJDP, the MacArthur Foundation, and the William T. Grant Foundation. Dr. Cota-Robles has been working in program evaluation in Tucson, AZ since 2009, conducting evaluation projects and developing grants for criminal justice, education, behavioral health, and social service programs. She led the evaluation of a federally-funded trauma-based residential treatment for substance abusing mothers of young children in Marin County, CA. She has also played key roles in evaluations of federally-funded pregnancy prevention programs and state-funded programs to decrease substance abuse among teens. She has held Board positions with the AZ Evaluation Network since 2010.

Career Highlights

Both qualitative and quantitative research in areas related to adolescence, including delinquency, gender, ethnicity and acculturation, and parenting; teaching in varied settings and topic areas, including college level instruction in research methods; management in research program and intervention program settings; grant development.

Education

- 2002 Doctor of Philosophy, Family and Consumer Sciences: Family Studies and Human Development, University of Arizona
- 1997 Master of Science, Family and Consumer Sciences: Family Studies, University of Arizona
- 1990 Juris Doctorate, University of Arizona
- 1985 Bachelor of Arts, English Literature, University of Arizona



Work Experience

- 6/013– present Evaluation Associate
LeCroy & Milligan Associates, Inc.
Design, develop and conduct program evaluation studies for local, regional and state organizations and agencies.
- 9/12-4/13 Manager, Research and Evaluation
Pima County Juvenile Court Center, Tucson, AZ
Updated program evaluation qualitative designs, including data collection tools, data collection and management, analysis and report templates. Conducted qualitative research to guide program improvement, including focus group development, focus group facilitation, and report-writing. Managed grant-funded model to reduce disproportional minority contact with the delinquency court, including workgroup facilitation, action plan development, implementation monitoring, grant-writing and reporting. Supervised research staff. Researched trends in delinquency interventions.
- 8/11 – 12/12 Adjunct Instructor, Research Methods
Arizona State University, School of Social Work, Tucson, AZ
Designed and delivered textbook-based curriculum on quantitative and qualitative research methods; facilitated class discussion on issues relating to research in social work; design and facilitation of class projects in survey design; qualitative and quantitative data collection and analysis; and design and grading of exams.
- 11/09-8/12 Evaluation Specialist
Pima Prevention Partnership, Tucson, AZ
Conducted program evaluation of various grant-funded interventions for at-risk adolescents, including trauma-informed substance abuse treatment for mothers of young children, peer-resistance skill-building for adolescents, and support for teen parents. Conducted statistical analyses of quantitative (survey) data. Conducted content analyses of qualitative (e.g., focus group) data. Provided grant development support, including literature reviews, program narratives, goals and objectives, and evaluation designs for applications for funding for youth-oriented programming. Drafted reports for program staff and funders and academic journal articles based on findings.
- 07/03-06/09 Site Manager
Research on Pathways to Desistance, Temple University, Philadelphia, PA
Monitored data collection for 9-year longitudinal study of serious juvenile offenders' transition to young adulthood. Supervised project staff including research assistant and graduate student interviewers (8-10) and office staff. Submitted annual IRB renewal. Administered annual consent renewals and consent collection. Manage multi-grant annual budget of Temple site (\$400,000 – \$500,000/year)
- 12/00 – 01/03 Youth Mentoring Program Coordinator
Open Inn, Tucson, AZ
Developed and administered a mentoring program for boys involved in the juvenile justice system. Recruited, screened, trained and supervised volunteer adult mentors, interviewed youth, monitored matches and organized program activities. Submitted quarterly reports and renewal applications to the granting agency, The Governor's Division for Children.



- 06/96 – 12/00 Graduate Research Associate / Teaching Assistant/ Instructor
Taught classes in Adolescent Development and Parent-Child Relations. Assisted faculty in: teaching classes in Child Development and Advanced Child Development; research project activities, including data entry/collection/analysis and writing.
- 07/93 - 07/94 Attorney
- 12/90 - 08/92 Pima County Public Defender's Office, Juvenile Court Division, Tucson, AZ
- 08/92 - 05/93 Elementary School Teacher
The American School (Colegio Americano), Puebla, Puebla, Mexico

Select Papers

- 2012 "Ethnic identity and offending trajectories among Mexican American juvenile offenders: Gang membership and psychosocial maturity." *Journal of Research on Adolescence*, 22(4), 782-796. Knight, G.P., Losoya, S.H., Cho, Y.I., Lee Williams, J., & Cota-Robles, S.
- 2011 "Child immunization status among a sample of adolescent mothers: Comparing the validity of measurement strategies." *Journal of Family Social Work, Special Issue: Interventions for Pregnant and Parenting Adolescents: The Title XX Adolescent Family Life Program*, 14(4), 326-334. Phillips, C., Cota-Robles, S., Knight, M., Francis, J., Phillips, E., & Mazerbo, L.
- 2009 "Acculturation and enculturation trajectories among Mexican American adolescent offenders." *Journal of Research on Adolescence*, 19(4), 625-653. Knight, G.P., Vargas-Chanes, D., Losoya, S.H., Cota-Robles, S., Chassin, L. & Lee, J.M.
- 2006 "Parent-adolescent processes and reduced risk for delinquency: The effect of gender for Mexican American adolescents." *Youth and Society*, 37(4), 375-392. Cota-Robles, S., & Gamble, W.
- 2002 Doctoral dissertation – "Acculturation, familism, and parent-adolescent processes: The role of adherence to traditional cultural values in reducing the risk for delinquency for Mexican American adolescents." Documented relationships among gender, cultural values, parenting processes (parent-child attachment and parental monitoring) and delinquency risk for Mexican-American adolescents.
- 1999 "The role of puberty in violent and non-violent delinquency among Anglo American, Mexican American, and African American boys." *Journal of Adolescent Research*, 17(4), 364. Cota-Robles, S., Neiss, M., & Rowe, D.

Affiliations

Arizona Evaluation Network



Michel Lahti, Ph.D.

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Dr. Michel Lahti is the Chief Executive Officer of the evaluation firm of LeCroy & Milligan Associates, Inc. Dr. Lahti has an extensive background in program evaluation including over 15 years of experience working with local, regional and state non-profit and public agencies. He has overseen the implementation of various types of evaluation activities including randomized trials, survey projects using both quantitative and qualitative methods, quasi-experimental designs to measure program outcomes, and numerous types of needs assessments to inform community groups and or state level policy making bodies. Dr. Lahti's data analysis skills include both parametric and nonparametric methods, survival analysis, propensity scoring and qualitative data analysis using both emergent and defined approaches to coding.

Dr. Lahti also has experience in facilitating research partnerships that bring together program leaders, clients and researchers in order to learn from each other how best to improve program outcomes. He has developed reports and presentations from these partnerships that have influenced state policies in the areas of child welfare, education and early care and education programming. Of note was a multi-year project conducted on behalf of Maine's Governor's Children's Cabinet that resulted in a set of social indicators that was used to measure progress on both risk and resiliency measures of child and youth development. This project involved extensive assessment of secondary data sources as well as the design and implementation of state wide surveys for parents and adolescents to more directly measure risk and protective factors in the home and community. Dr. Lahti also has experience in evaluating the work of community based coalitions. In addition, he has evaluated efforts by community agencies and law enforcement agencies conducting prevention and intervention programs serving children exposed to violence.

Dr. Lahti's work has focused on human services and education programs and includes designing and developing performance measurement systems for state level and local agencies. He has consulted extensively with agencies on the design, selection and implementation of performance measurement and management systems that result in more effective program monitoring and evaluation. He has experience with mixed-methods designs and working with disparate administrative data sets to develop information for use in decision-making.

Education

Ph.D. – Public Administration, University of Maine, Orono, ME, 1998
M.P.A. – Performance Management, University of Maine, Orono, ME, 1996
M.A. – Education, Kean University, Union, NJ, 1987
B.A. – Psychology, Religious Studies, Boston University, Boston, MA, 1983



Professional Memberships

- American Evaluation Association
- AzENet, Arizona Evaluation Network
- American Society of Public Administration

Experience (Abbreviated)

LeCroy & Milligan Assoc. Inc., CEO (Current): Provide leadership for the planning, implementation and day-to-day oversight and management of the financial, program and administrative aspects of the organization. Demonstrates a high level of competency in the design and implementation of applied research projects using multiple methods. Consults with clients to formulate practical and useful approaches to meet and exceed client expectations.

University of Southern Maine, Portland, Maine

Senior Research Associate, Asst. Professor Public Policy (1996-2011):

Edmund S. Muskie School of Public Service – Cutler Institute for Health and Social Policy
Principle Investigator for multiple state and federal applied research projects with teaching responsibilities in the graduate Public Policy and Management program. Manage all aspects of applied research projects; e.g., strategic planning, program development, grant writing, budgeting, financial reporting, staffing, workflow, data collection/cleaning/analyses, internal/external stakeholder services, reporting and dissemination. Serve as a Faculty member of the Public Policy and Management graduate program. Serve on Institute leadership team for Children, Youth and Family Services applied research projects.

Maine Department of Education (1988 to 1996): Served as a program level manager and member of senior management team for a division that served children with special needs; e.g., special education services, at risk for school failure, reading/literacy challenges, drug/alcohol and school violence prevention and school drop-out prevention services. Managed direct school personnel training services and state to local education agency grants and contracts.

Select Research Projects (recent)

- U.S. Dept. of Health and Human Services (DHHS) Child Care State Research Capacity Agreement (2008-2012)
- Maine DHHS Maine Child Care Research Partnership (2011-2012)
- Maine Humanities Council – Process Evaluation (Early Literacy) (2011)
- Maine Commission for Community Service – Performance Measurement Development
- RAND Corporation – US DHHS, NIDA Community Based Prevention Research Project (2009-2012)
- Maine DHHS – Statewide Consumer Survey Rating Quality of Services (2008)

Select Recent Publications and Presentations:

Funded Reports: Lead author on quarterly and final research reports submitted to state and federal funders, ongoing. Includes presentation of findings to state and federal policy making bodies and dissemination through in person presentations, executive summaries, briefs, webinars, web site postings and video presentations. Effective use of multiple forms of dissemination to meet the needs of target audiences.



Paper Presentation (accepted): National Conference on Performance Measurement: A Framework for Child Care Quality Systems as Performance Management (2012)

Poster Session Presentation (accepted): American Evaluation Association Annual Conference: Time to Event Analysis of Child Care Program Movement (2012)

(co-author) Poster Session Presentation: Annual Head Start Research Conference – Validation Framework for Quality Rating and Improvement Systems. (2012)

Webinar Presentation, Sponsored by US DHHS, OPRE – Validation Issues of Child Care Quality Rating and Improvement Systems. (2012)

Presentation: Child Care Research Consortium Project (CCRP), US DHHS, OPRE, Office of Child Care and Head Start – member of national Steering Committee, presenter on evaluation of state agency quality rating systems. (2011)

Presentation: INQUIRE Meeting – national meeting sponsored by US DHHS, Office of Child Care for nationally recognized researchers assisting state agencies in the evaluation of child care quality. Presentation of findings, commentary. (2011)

Submitted for Publication: Validating Standards in Child Care Quality Rating and Improvement Systems: Exploring Validation Activities in Four States. Lead author, paper commissioned by US DHHS, Office of Policy, Research and Evaluation. (2011/12)

