

**PROBATION DEPARTMENT
COUNTY OF SAN MATEO**



**Michael Callagy, County Executive Officer
Adam Ely, Deputy Executive Officer
Judge Susan Etezadi, San Mateo Superior Court**

Members

- John T Keene**
Chief Probation Officer
- Noelia Corzo**
Board of Supervisors
- Josh Stauffer**
District Attorney's Office
- Ziomara Ochoa**
Behavioral Health
and Recovery Services
- John Fong**
Human Services Agency
- Ron Rayes**
Private Defender's Office
- David Norris**
Chief, Menlo Park
Police Department
- Frank Dal Porto**
Sheriff's Office
- Kris Shouse**
County Office of
Education
- Susan Manheimer**
Community at-large
- Jane Smithson**
Community at-large
- Nick Jasso**
Youth Voice
- Johanna Rasmussen**
Juvenile Justice and
Delinquency Prevention
Commission
- Community Based
Organization Members:**
- Jessica Sanchez-
Martinez**
StarVista
- Margaret Hitchcock**
Y.M.C.A.
- Melissa Poling**
Fresh Lifelines for Youth

*****IN-PERSON WITH REMOTE PUBLIC PARTICIPATION AVAILABLE*****
For remote access, please refer to the public participation instructions.

Juvenile Justice Coordinating Council (JJCC) Meeting

Tuesday, February 4, 2025
11:00am - 12:00 pm
222 Paul Scannell Drive, San Mateo
Chief's Conference Room

MEETING AGENDA

I. CALL TO ORDER	Chief John T. Keene
II. PUBLIC COMMENTS	Chief John T. Keene
III. ROLL CALL	Chief John T. Keene
IV. UNFINISHED BUSINESS a. Approval of Minutes – November 21, 2024	All
V. NEW BUSINESS a. Local Action Plan input session	Kim Gillette - ASR
VI. ADJOURNMENT	Chief John T. Keene

2025 JJCC MEETING SCHEDULE

- Tuesday, February 4, 2025
- Thursday, February 20, 2025
- Thursday, May 22, 2025
- Thursday, August 28, 2025
- Thursday, November 20, 2025

MEETINGS ARE ACCESSIBLE TO PEOPLE WITH DISABILITIES.

Individuals who need special assistance or a disability-related modification or accommodation (including auxiliary aids or services) to participate in this meeting, or who have a disability and wish to request an alternative format for the agenda, meeting notice, agenda packet or other writings that may be distributed at the meeting, should contact Yanitxa Albino at least 72 hours before the meeting at (650) 400-3151 or yalbino@smcgov.org. Notification in advance of the meeting will enable the county to make reasonable arrangements to ensure accessibility to this meeting and the materials related to it. Attendees to this meeting are reminded that other attendees may be sensitive to various chemical-based products.

If you wish to speak to the Committee, please fill out a speaker's slip. If you have anything that you wish distributed to the Committee and included in the official record, please send an email before the meeting to yalbino@smcgov.org or hand it to Yanitxa Albino, who will distribute the information to the committee members.



Public Participation Instructions

In 2024, the Juvenile Justice Coordinating Council (JJCC) meetings which are held in-person will also be accessible to the public by videoconference or phone.

Join In Person Location: 222 Paul Scannell Drive, San Mateo, CA 94402
Chief's Conference Room

Join Zoom Meeting:

<https://smcgov.zoom.us/j/89055005999?pwd=YTaGm0QsuaMaT8aJQPRqQNQwGpSDu.1>

Meeting ID: 890 5500 5999 Passcode: 941947

OR

Telephone: Mobile 1-669-900-6833, Meeting ID: 89055005999#

Instructions for Public Comment During Videoconference Meetings

If you wish to speak to the Commission during public comment, you may raise your hand using Zoom with the Reactions button at the bottom of your screen or indicate that you would like to speak if you are attending in person.

During videoconference meetings of the JJCC, members of the public may address the JJCC as follows:

Written Comments:

Written public comments may be emailed in advance of the meeting. Please read the following instructions carefully:

1. Your written comment should be emailed to yalbino@smcgov.org.
2. Your e-mail should include the specific agenda item on which you are commenting or note that your comment concerns an item that is not on the agenda.
3. Members of the public are limited to one comment per agenda item.
4. The length of the emailed comment should be commensurate with the two minutes customarily allowed for verbal comments, which is approximately 250-300 words.
5. If your emailed comment is received at least 24 hours prior to the meeting, it will be provided to the JJCC members and made publicly available on the JJCC website along with the agenda. We cannot guarantee that emails received less than 24-hours before the meeting will be read during the meeting, but such emails will still be included in the administrative record of the meeting.

Spoken Comments:

Spoken public comments will be accepted during the meeting through Zoom via videoconference or telephone. Please read the following instructions carefully:

1. The JJCC meeting may be accessed through Zoom online or via telephone.
2. You may download the Zoom client or connect to the meeting using an internet browser. If using your browser, make sure you are using a current, up-to-date browser: Chrome 30+, Firefox 27+, Microsoft Edge 12+, Safari 7+. Certain functionality may be disabled in older browsers including Internet Explorer.
3. You will be asked to enter an email address and name. We request that you identify yourself by name as this will be visible online and will be used to notify you that it is your turn to speak.
4. When called, please limit your remarks to the time limit allotted.

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**Community Based
Organization Members:**

Jessica Sanchez-Martinez
StarVista

Margaret Hitchcock
Y.M.C.A.

Melissa Poling
Fresh Lifelines for Youth

Juvenile Justice Coordinating Council (JJCC) Meeting

Thursday, November 21, 2024
12:00 p.m.- 2:00 p.m.
222 Paul Scannell Drive, San Mateo
Chief's Conference Room

MINUTES

Present Members:

Chief John Keene
Rebecca Baum
Ron Rayes
Kris Shouse
Susan Manheimer
Johanna Rasmussen
Margaret Hitchcock
Melissa Poling
Susan Etezadi

Absent Members:

Michael Callagy
Adam Ely
Noelia Corzo
David Norris
Mathew Fox
Nick Jasso

Online Members:

Ziomara Ochoa
John Fong
Jane Smithson
Jessica Sanchez-Martinez

Other Attendees:

Kim Gillete, Connie Chu, ASR; Darius Parakh, OYCR; Ornit Shoham, BHRS;
Monyay Wade, Michelle Kozul, Hong Liu, Jehan Clark, Alexis Sanchez, Melissa
Larrarte, Tony Burchyns, Yanitxa Albino, Probation

Online Attendees:

Frank Dal Porto, Sheriff's Office; Sharon Cho, Superior Court; Ally Chan, BOS;
Kim Carpenter, ASR; Jennifer Martinez, Redwood City PD; Mary Ferguson,
Menlo Park PD; Colin Ford, FLY; Becca Kieler, In Our Care; Paul Bocanegra,
JJDCP; Daniel Deguara, BRSSD; Elizabeth Chacon, Alvaro Calderon, SUHSD

I. CALL TO ORDER

The meeting was called to order at 12:02 p.m.

II. PUBLIC COMMENT

No public comment.

III. ROLL CALL

IV. UNFINISHED BUSINESS

A. Approval of Minutes from August 22, 2024



The JJCC Minutes from August 22, 2024, were approved.

M: Susan Manheimer/ **S:** John Fong

Abstentions: Susan Etezadi & Kris Shouse

V. NEW BUSINESS

A. Comments and Updates

Chief Keene shared that there are no major updates from probation.

B. Budget Update

Chief Keene reported that there are no issues or concerns with the current budget. Going into the new year the department will have a better sense of the funding amount that will be provided by the state to each county for the new realigned SB823 population.

- There are a lot of factors to consider regarding the programs we want to bring to the facility, the individual needs of our SB823 population, and the costs associated with it.
- Chief Keene is concerned about what the funding amount will look like for a county like ours. As the larger population in juvenile justice has decreased in our county, the complexity in the needs of our youth has grown.

C. JPCF/JJCPA & YOBG/JJRBG Comprehensive Annual Report

Kim Gillette from Applied Survey Research (ASR) gave a presentation on the JPCF/JJCPA & YOBG/JJRBG Comprehensive Annual Report.

- A copy of the report can be found on the JJCC webpage: [Juvenile Justice Coordinating Council Annual Reports | County of San Mateo, CA](#)
- Feel free to reach out to Kim Gillette or the ASR team via email if you have any further questions regarding the report.
 - Kim Gillette: Gillette@appliedsurveyresearch.org
 - Kim Carpenter: Kim@appliedsurveyresearch.org
 - Connie Chu: Connie@appliedsurveyresearch.org

VI. ADJOURNMENT

The JJCC meeting was adjourned at 1:35 p.m.

San Mateo Probation

2025 Local Action Plan for Youth

Phase 1 Initial Listening Session Questions

Listening Session with JJCC

Introductions: Name, organization, experience with LAP process, any questions about the process or previous LAP

ASR will provide an overview of the LAP process and findings from the last cycle.

ASR will pose the following questions to the JJCC:

- 1) As system leaders, please share **key changes** since early 2020 (pre-COVID-19 shutdown) in your organization or among the systems you interact with that **impacted available services and supports** for youth at-risk of or currently involved the Juvenile Justice system in San Mateo County. Examples may be the gain or loss of funding, partnerships, or youth-serving programs.
- 2) Thinking about the most **influential factors** that bring a youth into contact with probation or at greater risk of contact with probation, **what are the gaps in services and supports** that may increase the likelihood of a youth entering or reentering the justice system? Please consider the roles and responsibilities of families, adults/mentors, peers, providers, schools and other systems.
- 3) Please share examples of **solutions** (programs, policies, etc.) that you know or have heard about that could help fill identified gaps in support for youth in the county.

SUPPORTING AT-RISK YOUTH

LOCAL ACTION PLAN BRIEF REPORT 2020–2025

Assessment of the Gaps,
Needs, and Opportunities
in San Mateo County

San Mateo County
Probation Department

Juvenile Justice Coordinating
Council (JJCC)



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About the Researcher

Applied Survey Research (ASR) is a social research firm dedicated to helping people build better communities by collecting meaningful data, facilitating information-based planning, and developing custom strategies. The firm was founded on the principle that community improvement, initiative sustainability, and program success are closely tied to assessment needs, evaluation of community goals, and development of appropriate responses.

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Introduction

In 2000, the Juvenile Justice Crime Prevention Act (JJCPA) and the Juvenile Probation and Camp Funding Program (JPCF) were created to provide stable funding sources for local juvenile justice programs that have been proven effective in reducing crime among at-risk youth. The JJCPA and JPCF require the Juvenile Justice Coordinating Council (JJCC) to periodically develop, review and update a comprehensive local action plan (LAP) that documents the condition of the local juvenile justice system and outlines proposed efforts to fill identified service gaps for youth and their families. The last plan completed in 2015 highlighted needs that broadened the focus of needs from the *40 Developmental Assets* to include the effects of mental health, trauma, poverty, and family functioning.¹ This LAP reflects a view consistent with that of the last, while recognizing progress over the last five years as well as identifies new opportunities to help set funding priorities for the next five fiscal years (2020-2025) for two funding streams: JJCPA and JPCF.

In November 2019, the JJCC and Applied Survey Research (ASR) launched the planning process for this 2020-2025 LAP. ASR identified current gaps in resources in the community by three primary methods: key informant interviews (KIIs), focus groups, and a community survey completed by staff at community-based organizations, government agencies, and local education agencies. ASR used information gleaned through these methods to identify common needs in the community. In total, the community highlighted five areas of needs for youth and their families: Behavioral Health, Positive Pathways for Youth, Parent Education and Support, Access to Effective Services, and Alignment and Coordination of Systems.

This LAP will serve three purposes:

- *Highlight the gaps and needs within San Mateo County;*
- *Provide a sample of best practices to address such gaps; and*
- *Recommend future steps to be taken by the JJCC.*


This brief report on the LAP findings contains the overall results of the data collection efforts. A summary of the major findings under each priority area and a table summarizing the key findings can be found at the end of this report.



Behavioral
Health




Positive
Pathways for
Youth



Parent
Education and
Support



Access to
Effective
Services



Alignment and
Coordination
of Systems

¹ Refer to the Search Institute's Developmental Assets Framework. See <https://www.search-institute.org/our-research/development-assets/developmental-assets-framework/>



Data Collection and Analysis

This LAP is the product of an extensive data collection and analysis process. Mirroring the last LAP process, ASR followed a scaffolded and sequenced design, in which information collected at each stage informed the content of the next. Data gathering included key informant interviews, focus groups, community survey (online), and a literature review. This variety of methods allowed for a broad spectrum of consideration for the LAP and resulted in a refined, well-vetted set of recommended outcomes and strategies.

The process for conducting this LAP included four main phases of inquiry. First, **stage setting** for the LAP consisted of document review of past reports and initial meetings with three stakeholder groups including the Probation Department, CBOs currently funded by the Probation Department, and the JJCC. This provided an initial overview and multifocal lens on the current needs of at-risk youth and their families and the providers and systems that serve youth in San Mateo County. Following these initial meetings, a set of **focus groups and key informant interviews** (KIs) with stakeholders delved deeper into the needs and potential mechanisms of change to improve outcomes for youth in the county. Simultaneous to this work was the launch of an **online survey** to gather additional data on stakeholder concerns and priorities for the next five years. Based on the feedback from all stakeholders, the last phase entailed conducting a **literature review** of the mechanisms and evidence-based practices in order to refine recommendations for how to support youth in the identified areas of need. ASR gathered input through these methods, and a summary of the range of sector and agency representation in stakeholder feedback is outlined in the figure below.

Figure 1: Sources of Stakeholder Feedback Gathered for LAP

3 STAGE SETTING MEETINGS	6 FOCUS GROUPS	10 KEY INFORMANT INTERVIEWS	COMMUNITY STAKEHOLDER SURVEY
Probation Department staff (5)	School Resource Officers (7)	County Office of Education	Youth and Family Advocates
CBOs (15)	Deputy Probation Officers (6)	Behavioral Health and Recovery Services	CBOs
JJCC (22)	Incarcerated Youth (6)	District Attorney's Office	Education-related providers
	At-Risk Youth in Diversion Program (10)	Two Probation Services Managers	Human Services Organizations
	Project Change, College of San Mateo (4)	Two CBOs who serve Spanish Language and Polynesian Communities	Law Enforcement
	Hillcrest School at Youth Services Center (5)	Three Parents of At-Risk Youth	Probation Department
			Substance Use/Mental Health Providers
			Local Government

Note: The number in parentheses are the number of attendees at each meeting or focus group.



The Landscape of Youth in San Mateo County

Secondary data were analyzed from the California Department of Justice, California Department of Finance, and the San Mateo County Probation Department to understand the youth arrest rates in San Mateo County. A demographic profile of youth on probation in San Mateo County is also provided for the fiscal year 2018-2019.



JUVENILE ARRESTS

For the calendar year 2018, there were 749 total arrests of juveniles aged 10 – 17 years (see Table 1). This resulted in an arrest rate of 1,003 per 100,000 youth in San Mateo County, based on data obtained from the California Department of Justice and California Department of Finance. San Mateo County ranks slightly below the state averages for all offenses, with the exception of status offense rates which were well below the state average (58 vs. 117 per 100,000, respectively).

Table 1: Arrest Rates per 100,000 of Juveniles Aged 10 through 17 in 2018

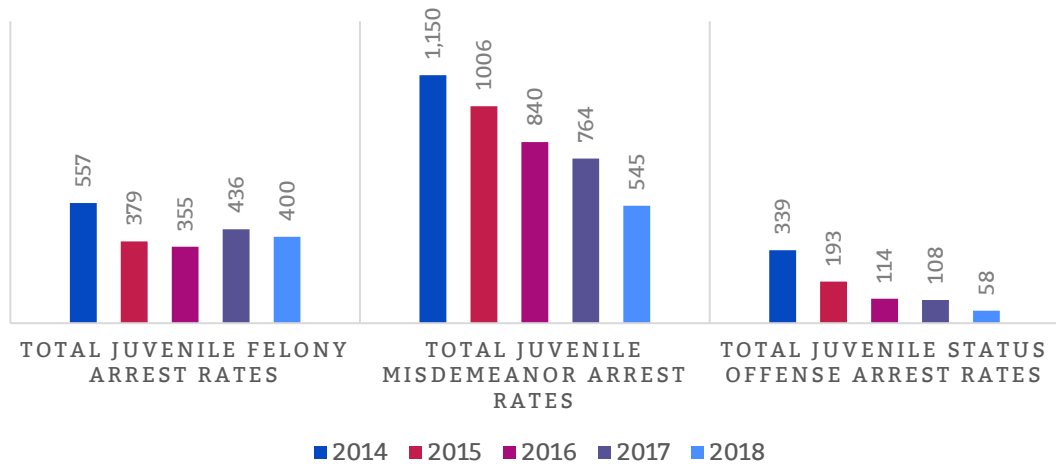
	SAN MATEO COUNTY	CALIFORNIA
POPULATION AGED 10-17	74,693	4,229,746
TOTAL JUVENILE ARRESTS (RATE)	749 (1,003)	46,423 (1,098)
<i>JUVENILE FELONY ARRESTS (RATE)</i>	299 (400)	17,265 (408)
<i>JUVENILE MISDEMEANOR ARRESTS (RATE)</i>	407 (545)	24,223 (573)
<i>JUVENILE STATUS OFFENSE ARRESTS (RATE)</i>	43 (58)	4,935 (117)

Source: California Department of Justice, California Department of Finance. Note: Arrest rates are calculated per 100,000 youth.

From 2014 to 2018, juvenile arrest rates decreased across misdemeanor and status offense types. In general, arrest rates decreased for felonies from 2014-2016, with an increase in 2017, and then a decline in 2018 (see Figure 2).



Figure 2: San Mateo County Juvenile Arrest Rates 2014-2018



Source: California Department of Justice, California Department of Finance. Note: Arrest rates are calculated per 100,000 youth.

Respondents in the key informant interviews, focus groups, and the online survey identified six geographic areas with the highest need within San Mateo County: Redwood City, City of San Mateo, Daly City, East Palo Alto, South San Francisco, and Coastsides.

In FY 18-19, there were 244 unique youth on probation.² Of the 237 youth with zip code information, a total of 63 unique zip codes were identified, with 15 zip codes within the six identified geographic areas of need. This accounted for 136 (57%) youth on probation residing within San Mateo County, as seen in Table 2.

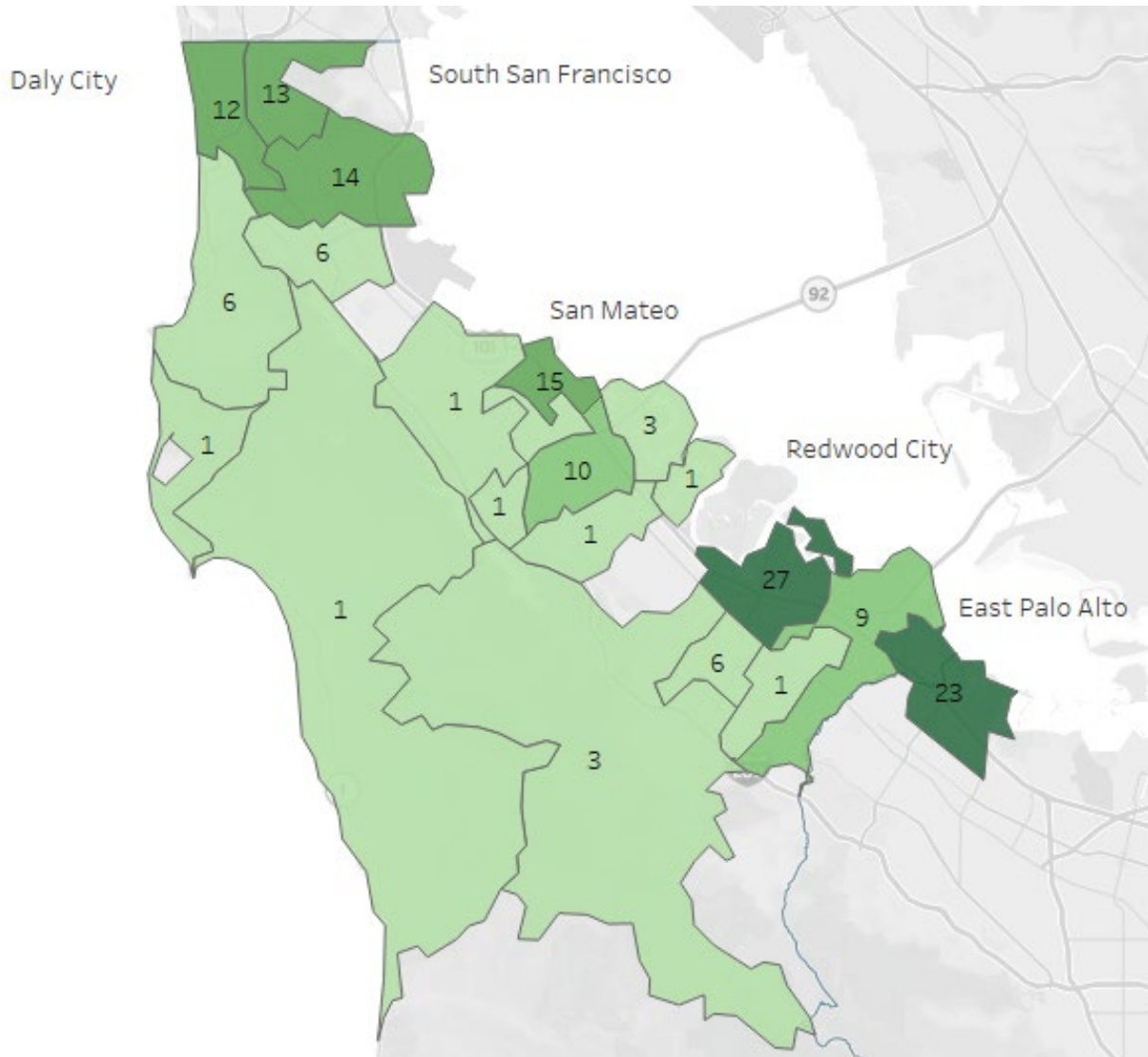
Table 2: Zip Codes of Most Represented Cities For Youth on Probation in San Mateo County in FY2018-19

ZIP CODE	CITY	PERCENT OF YOUTH ON PROBATION (N)
94061, 94062, 94063, 94065	Redwood City	16% (37)
94401, 94402, 94403, 94404	City of San Mateo	12% (29)
94014, 94015	Daly City	11% (25)
94303	East Palo Alto	10% (23)
94080	South San Francisco	6% (14)
94044, 94038, 94019	Coastsides	3% (8)

² Based on data provided by San Mateo Probation. Seven of these records were sealed and therefore excluded from further analyses.

Figure 3 represents the map of the areas within San Mateo County where youth resided in FY2018-19. The darker the green color, the greater the number of youth who were located in the respective zip code.

Figure 3: Mapped Locations of Youth on Probation in FY2018-19



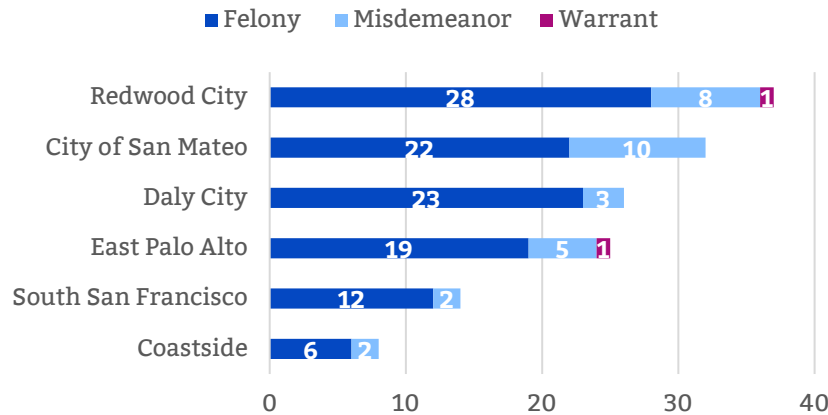
Note: N=237. The numbers on the map represent total number of youth who reside in each zip code area.

The number of juvenile arrests between August 1, 2018 – July 31, 2019 in the six geographic areas are shown in Figure 4.³ Overall, these areas accounted for 59% of felony arrests and 60% of misdemeanor arrests in San Mateo County. Redwood City and East Palo Alto accounted for 18% of warrant arrests in San Mateo County. Overall, the six areas accounted for 57% of the total arrests in San Mateo County.

³ Seven youth on probation had sealed cases with unavailable zip codes, therefore, they were excluded from analyses.



Figure 4: Juvenile Arrest Rates in High Need Areas in San Mateo County, Aug 2018- July 2019



Source: San Mateo Probation Department. Note: Coastsides represents data from cities of Half Moon Bay, Pacifica and Moss Beach.

DEMOGRAPHICS OF AT-RISK YOUTH SERVED BY PROBATION

AGE AND GENDER

For FY 2018-19, youth on probation ranged in age from 12 to 18 years old (n = 239; mean age = 15.6). Most of the youth on probation (n = 243) were male (n = 195; 80%). Youth served by JJCPA funding were slightly older, while youth served by JPCF funding were slightly younger than youth on probation. A higher percentage of females were served through JJCPA and JPCF funding streams.

Table 3: Gender and Age Profile of At-risk Youth on Probation or served by JJCPA and JPCF

	AVERAGE AGE OF YOUTH	MALE	FEMALE	TRANSGENDER/ OTHER
ON PROBATION	15.6	80%	20%	-
JJCPA FUNDING	16.3	64%	36%	1%
JPCF FUNDING	15.0	52%	47%	1%

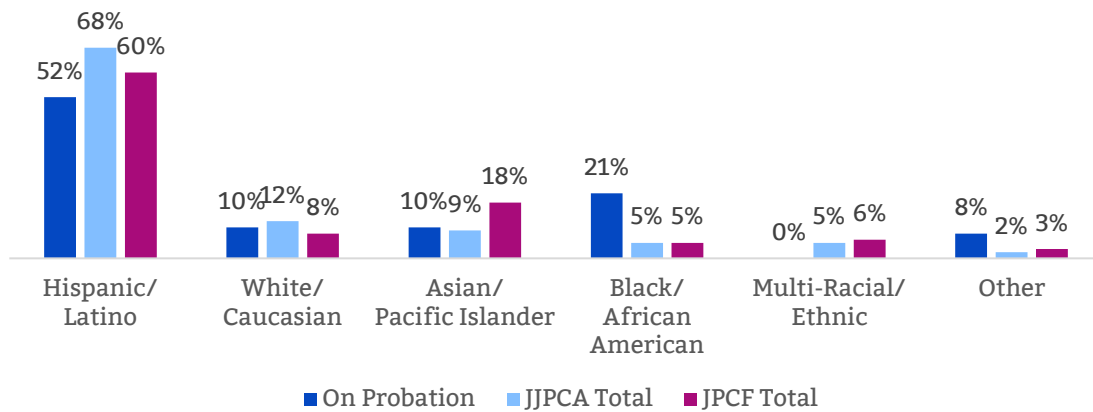
Note: JJCPA total n = 501-503; JPCF total = 945-1000.



RACE/ETHNICITY

For FY2018-19, a majority of youth on probation or served by JJCPA or JPCF funding sources identified as Hispanic/Latino (n = 126; 52%, see Figure 5).

Figure 5: Race/Ethnicity Profile of Clients Served by JJCPA and JPCF



Note: Youth on probation total n = 243; JJCPA total n = 487; JPCF total n = 756



Priority Area Findings

After the data collection process ended and the information was analyzed, many areas of gaps or needs that influence youth's involvement in and experience with the juvenile justice system within San Mateo County emerged. Addressing these gaps and needs will require changes within the juvenile probation system, surrounding systems, and the overall community in upcoming years. In order to have a clear sense of these gaps and needs, ASR organized the findings into five global **priority areas**: Behavioral Health, Positive Pathways for Youth, Parent Education and Support, Access to Effective Services, and Alignment and Coordination of Systems.

The following summaries discuss the findings of each of these five priority areas. For each priority area, a summary of the feedback from stakeholders and/or any relevant data is provided. Please see the full 2020-2025 LAP report for discussion of major gaps or needs within each priority area and for examples of recommended strategies.



Behavioral
Health




Positive
Pathways for
Youth



Parent
Education and
Support



Access to
Effective
Services



Alignment and
Coordination of
Systems



PRIORITY AREA 1 SUMMARY: BEHAVIORAL HEALTH



Similar to the last LAP, the most pressing priority identified by stakeholders in focus groups, KIIs, and the online survey is the **behavioral health** of at-risk youth. Approximately 70% of youth in the juvenile justice system are diagnosed with a mental health disorder.⁴ In part due to the systemic changes, including state legislation, in reducing the number of youth who are incarcerated, those who enter Juvenile Hall are more likely to have committed a more serious offense or have higher or more complex needs than in past years. Thus, there is a prevalent and pressing need to offer more and high-quality evidence-based treatment services for mental health and behavioral issues that are easy for youth to access, that target the more complex needs of the youth, and improve the problems associated with their disorders. These changes include increases in **mental health** supports, **substance use treatment**, **trauma-specific** treatment services, **school-based counseling**, and **family therapy**.

The highest priority identified by stakeholders was to support the **mental health and behavioral health (MH/BH)** of youth as well as parents, including two-thirds (68%) of survey respondents indicating that this need in the county has somewhat or greatly increased over the past five years, and three out of five (61%) of survey respondents identifying this as one of their top focus areas for improvement in the next five years. In focus groups and KIIs, stakeholders highlighted that there are significant barriers in accessing mental health treatments for at-risk youth. Mental health providers need to consider alternatives to the traditional “talk therapy” model since conventional therapy can be stigmatizing and not amenable to all individuals, particularly if the therapist does not share a similar lived experience. Even if youth receive a diagnosis and express desire for treatment, services in the county are reported to be hard to access, particularly in Spanish, or when a youth does not have a DSM diagnosis to charge for services.⁵ Lack of access or delays in treatment can make youth more vulnerable to engaging in behaviors that brought them in contact with the juvenile system.⁶

Respondents identified **drug/alcohol treatment** and rehabilitation as a high need area for all youth. Some stakeholders expressed frustration with the change in legal practices with youth, in that fewer youth are arrested for drug offenses and therefore fewer are court-mandated to treatment. Providers no longer can lean on the mandate to get youth into services and youth are saying “no”. Thus, youth who are not incarcerated have the highest need for additional support and treatment options that are amenable to youth. Many stakeholders identified the benefits of accessing more evidence-based substance use treatment programs to modify the behaviors and attitudes of youth regarding drug use. For example, some stakeholders mentioned the need for more mindfulness-based programs that would provide intensive care and support youth with substance use problems.

⁴ Meservey, F., & Skowyra, L.K.R. (2015, May). *Caring for youth with mental health needs in the juvenile justice system: Improving knowledge and skills*. Research and Program Brief. National Center for Mental Health and Juvenile Justice. <https://www.ncmhjj.com/wp-content/uploads/2015/05/OJJDP-508-050415-FINAL.pdf>

⁵ The Diagnostic and Statistical Manual (DSM) of Mental Disorders is used as a guide to diagnose psychiatric illnesses, make treatment recommendations, and help with insurance coverage purposes.

⁶ Hammond, S. (2007). *Mental health needs of juvenile offenders*. Denver, CO: National Conference of State Legislators. <https://www.ncsl.org/documents/cj/jjguidebook-mental.pdf>



One specific behavioral health treatment modality of particular need is support of **trauma-specific interventions** that recognize the interrelation between trauma and mental health/substance use and are designed to address the effects of trauma in the lives of youth. Stakeholders believe that there is a great need to understand youth's trauma histories and experiences of feeling stigmatized/criminalized in society, and to help youth resolve trauma-related stress to cope more effectively in the present.

Another area of significant need is for **school-based counseling** for youth, which could aid in early intervention and reduce barriers to mental health treatment. Many stakeholders voiced that mental health clinicians and therapists need to be more accessible, financially and geographically, and schools are a place that youth are already spending their time so transportation and other barriers may be easier to overcome for youth. For these reasons, the data support increases in school-based counseling and on-site school supports.

Last, a strong need emerged to focus more resources on evidence-based approaches to mental health counseling within a family setting, also known as **family therapy**. At-risk or incarcerated youth are often embedded in families that are stressed with maladaptive communication patterns that are said to exacerbate issues for youth. Family therapy can be a viable intervention to address mental health needs of youth as it recognizes the ways that the interactions among youth and their families can contribute to maladaptive behavior and coping strategies that bring them in contact with the justice system. Working as a family unit can help the youth to address family dysfunction including family violence and to bolster the family's ability to effectively support youth.



PRIORITY AREA 2 SUMMARY: POSITIVE PATHWAYS FOR YOUTH



Stakeholders, focus group participants, survey respondents, and key informants consistently identified creating and sustaining positive pathways or outlets for at-risk youth to forge strong futures to be among the most pressing needs and priorities for the next five years. The ability for youth to access, create, and sustain their own positive pathway into adulthood can provide youth key opportunities to exercise leadership skills, feel a sense of belonging, and assert individual agency to improve decision-making and divert them from engaging in risky behaviors or involvement with the juvenile justice system. Specific areas of need voiced by informants included increased **prosocial activities**, particularly after school, increased **mentorship** opportunities, increased **school engagement**, and continued pursuance of **innovation** in programs and services available to youth to get them on their personal path to greater well-being.

Participation in **prosocial opportunities** emerged as a clear need for at-risk youth, particularly for youth who are not interested in or importantly, not eligible to participate in extracurricular activities such as art, drama, or sports. In addition, youth access to **mentorship** including having at least one caring, consistent adult or peer mentor in a youth's life, as noted by almost all participants and key informants, greatly improves youth's sense of social connection and encourages the creation of healthy, trusting relationships with stable adults. Further, creating abundant, rewarding opportunities to engage in prosocial activities, as noted by stakeholders, will influence positive values and has been shown to in turn reduce the likelihood of gang involvement, which was of moderate concern for the informants of this LAP.⁷

Relatedly, **school engagement** and opportunities to feel socially connected to positive peer groups and activities play an important role in keeping youth on positive developmental pathways. Some informants specifically noted that schools, in applying less punitive disciplinary measures, not only reduce youth's experiences of being stigmatized, demoralized, and criminalized by school staff and peers, but also disrupt the school-to-prison pipeline which has over time disproportionately impacted communities of color. The ease in which truant youth are not held accountable for missing school was a concern voiced by several informants who would like to see more support to reengage youth in school and bring in support or structure as needed to address the barriers to engagement.

The landscape of juvenile justice is changing rapidly, and the many systems and communities serving youth, as suggested in the qualitative and survey findings, need to be equipped to serve the needs of youth who have criminogenic risk or were formerly incarcerated. **Innovation** in juvenile justice and related services, thus emerged as a recurrent theme. Stakeholders emphasized adopting innovative approaches such as the use of diversion programs that are culturally competent whole-family approaches; employing less punitive strategies while meeting individual youth needs and law enforcement goals including reducing crime and protecting public safety; and including community

⁷ Bishop, A. S., Hill, K. G., Gilman, A. B., Howell, J. C., Catalano, R. F., & Hawkins, J. D. (2017). Developmental pathways of youth gang membership: A structural test of the social development model. *Journal of Crime and Justice*, 40(3), 275–296.



and youth voice to strengthen the partnership between police and the public with movement toward more restorative policing.

Other needs promoting self-sufficiency including **job skills and career preparation** emerged as significant needs in this current LAP as well as viable housing options for youth. Some findings from interviews suggest that collaboration with Bay Area and San Mateo County businesses, for example, that work in emerging fields and technologies, could provide opportunities for youth to acquire on-the-job skills and earn stipends or paid internships for youth who may not otherwise access these experiences. Additionally, per the need for vocational training and upskilling, informants and focus group participants echoed that job training and skills prep should be in trades or areas that can offer fast career growth and a livable wage.

Lastly, support of youth particularly during the 6 to 12 months post-incarceration transition period is critical to ensuring that steps toward personal goals are well-supported. For example, wraparound **re-entry supports** as identified by informants, can help provide the support and structure for the youth and family to help youth successfully navigate the challenges to stay on a positive path and limit the likelihood of reengaging in delinquent behaviors and reoffending. The topic of continuity of services during the re-entry period is discussed further in Priority Area 5.



PRIORITY AREA 3 SUMMARY: PARENT EDUCATION AND SUPPORT



Parent engagement, parenting skills education, and approaches to service provision that are culturally competent, emerged as the most pressing needs for caregivers and parents of youth at risk of or involved with the justice system. Stakeholders consistently prioritized **family engagement** in services and **parenting skills** and supports.

Stakeholders' concern around parent's being informed about youth's needs, their changing worlds, and social norms within and outside of mainstream cultures illuminate the need for improved **family engagement**. Stakeholders emphasized the presence of economic stressors and barriers faced by a large proportion of families and youth served. Competing demands on caregiver time and limited resources, as emerged in the informant feedback, reinforce the importance of systems and service providers to meet families where they are at, including increased mentorship/advocacy services. Informants and stakeholders also urged appropriate dissemination of information, referrals, and supports to help navigate their child's journey through the juvenile justice system through community outlets, languages, and formats to overcome trust, language and technology barriers in accessing information and engaging with resources. Stakeholders also drew attention to the need to better connect caregivers to childcare; in some cases, school-age siblings are performing primary childcare responsibilities for their younger siblings, at the cost of attending programs or services that can further their rehabilitation or development.

Finally, some informants, noting the marginal spaces occupied by communities of color, advocate for delivering **parent education** in nontraditional learning spaces, in appropriate languages, and with helpful incentives such as onsite childcare and meals. Core areas of focus included setting appropriate boundaries with youth, improved parent-child communication, and understanding and mitigating negative effects of youth culture and social media.



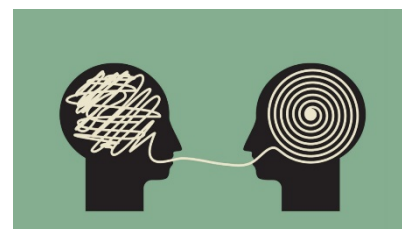
PRIORITY AREA 4 SUMMARY: ACCESS TO EFFECTIVE SERVICES



At-risk youth are vulnerable to multiple problems and are more likely to live in vulnerable communities; thus, many respondents emphasized the importance of **access to effective services**. There are many barriers that can impede youth and their families' access to quality programs; hence, it is crucial to bring changes to reduce their barriers to seek help from programs that are well-positioned to provide the best possible care and support. Specifically, emphasis should be placed on **high-quality, sustainable, evidence-based or promising practices that demonstrate success, make all services culturally and linguistically appropriate**, and seek sustained and long-term **funding** to maintain quality and accessibility of services.

Financial hardship can be the root cause of many **barriers to accessing services**, including afterschool program eligibility, mental health support, transportation, and legal concerns. Stakeholders voiced that financial hardship prevents youth from accessing afterschool programs and prosocial activities. This lack of access to programs gives youth more free time after school to engage in problematic behaviors. Another barrier is access to mental health support due to health care costs. In addition, focus groups and KIs consistently mentioned that transportation schedules are not ideal, inaccessible in specific neighborhoods, and are difficult to connect to when traveling to/from services, especially when visiting youth. At the same time, unease in seeking supports, as suggested in the qualitative feedback, stems from fear and distrust of systems. Negative personal experiences, apprehension in seeking help due to legal status, misinformation about laws, or lack of access to free or affordable legal consultation present additional barriers for caregivers. This highlights the critical opportunities to build trust, encourage law enforcement to cultivate healthy relationships in partnership with communities while acknowledging past impacts of community policing and move toward more restorative practices to better serve disenfranchised communities.

Lastly, stakeholders emphasized the need to offer more **cultural and linguistically appropriate services** to the diverse communities to make services more accessible to them. Specifically, there should be more language support and translation services that cater to the needs of the Spanish-speaking communities and other languages such as Tongan, Arabic, Mandarin, etc. More diverse services would help families navigate within and across the juvenile justice system and increase engagement in services.



Respondents indicate that there is an increased need for **sustained and long-term funding** for quality programs that benefit at-risk youth and their positive development. In general, stakeholders desired more funding to continue offering programs as intended. For example, CBO staff turnover was raised as a challenge for building trust with youth, and given that many services take a relationship-based approach, turnover that is due to low pay may result in youth becoming disconnected from services or not reaping the full benefits of engagement according to informants.



PRIORITY AREA 5 SUMMARY: ALIGNMENT AND COORDINATION OF SYSTEMS



The last cross-cutting priority area identified pertains to the need to break down silos within and across systems to better **identify and mitigate criminogenic risk** and to **coordinate** the services and supports of at-risk and justice-involved youth. This includes continuing investment in **prevention and early intervention (PEI) services** for children and youth who have a higher risk of entry into public systems and well as providing services within a **trauma-informed** system lens.

Juvenile justice systems in California and in San Mateo County have undergone huge shifts in the last 10 plus years as demonstrated in the *evolution of juvenile justice* graphic presented at the beginning of this report. The reverberations from these shifts were echoed in the system-level feedback from the LAP informants. The evolution of change in San Mateo created organizational opportunities to serve youth in new ways as well as precipitated organizational growing pains and misalignment in enacting new rules and practices. For San Mateo, system improvements are most needed to improve communication among partners working with incarcerated youth and with the **coordination** of efforts, particularly among probation staff, behavioral health, and educators. It was felt that more cross-agency sharing of information on youth would help to more quickly and effectively address emergent needs. It was noted that holding multidisciplinary meetings to discuss institutionalized youths' needs and identify strategies, resources, and supports to further personal growth and rehabilitation were very helpful.

Reinvestment in the ways probation departments serve youth demands greater **cross-sector collaboration and coordination** to address the multifaceted issues and complex lived experiences of vulnerable children and youth, such as by strengthening early warning systems in schools, increased trauma-informed practices in the county, and ensure services with the best fit are provided and monitored by feedback systems that signal providers when the current level or type of support is not sufficient to address the identified needs of youth. LAP survey-takers identified **prevention and early identification (PEI)** as a top priority for the next five years which requires cross-system collaboration to help mitigate the risk of justice involvement for children and youth. Addressing issues early on can more easily mitigate issues that, if left untreated, can become more severe, trauma-inducing, and debilitating. School resource officers (SROs) are well-positioned to engage in PEI outreach programs with young children, however they report frequent calls to manage crises in middle and high schools which draws down their capacity to engage in prevention efforts.

Many stakeholders including nearly a third of online survey respondents expressed the need to take further steps in becoming a **trauma-informed system** of care for youth, especially schools where youth spend a majority of their out-of-home time. A need was identified for teachers to access training to better identify signs of trauma-based behavior and respond in ways that are more likely to resolve difficult situations without retraumatizing youth. School staff need to have the tools to recognize the impact of trauma on youth and how a youth's trauma and experiences of being criminalized and demoralized at school or by the justice system impact their behavior.



Summary

The LAP process identified five main areas of need:

- Behavioral Health
- Positive Pathways for Youth
- Parent Education and Support
- Access to Effective Services
- Alignment and Coordination of Systems

The strategies outlined are organized in Table 4 according to which are primarily youth-centered, family-centered, or system-centered. It is possible to combine many of these approaches into a multi-strategy program, and many of these strategies target more than one of the identified needs areas. This is an extensive list meant to provide options to help the department prioritize next steps based on available department funding and opportunities to leverage and partner with other county systems. Table 5 on the following page provides a summary of some of the key opportunities for improving juvenile justice outcomes for youth.

Table 4: Summary of Priority Areas

<i>NEEDS IDENTIFIED IN LAP PROCESS</i>	
YOUTH CENTERED APPROACHES	<ul style="list-style-type: none"> » Mental Health » Substance Use » Trauma-Specific » Prosocial Opportunities » Mentorship » School Engagement » Re-entry Support » Technical and Career Training
FAMILY CENTERED APPROACHES	<ul style="list-style-type: none"> » Family Therapy » Family Engagement » Parenting Skills
SYSTEM CENTERED APPROACHES	<ul style="list-style-type: none"> » School-based Counseling » Innovation in Juvenile Justice » Culturally/Linguistically Responsive Services » Accessibility of Services » Align and Coordinate Services » Prevention and Early Intervention System » Trauma-Informed » Funding



Table 5: Summary of Priority Areas, Key Opportunities, & Potential Outcomes (*included in prior LAP)

PRIORITY AREAS		KEY OPPORTUNITIES	POTENTIAL OUTCOMES
Behavioral Health			
Mental Health*	<i>Increase availability of treatment modalities that work for at-risk youth</i>		<i>Stronger engagement in services and improved treatment outcomes for youth</i>
Substance Use*	<i>Expand participation in addiction programs designed for youth</i>		<i>Increase in the number of youth in treatment and managing their substance use</i>
Trauma-specific	<i>Increase individualized services to mitigate the effects of trauma in youth's lives</i>		<i>Increase in the number of youth accessing services to address trauma; Increase in ability to cope with trauma-related stress</i>
School-based Counseling	<i>Increase capacity to provide mental health services and supports for youth at school</i>		<i>Increase in the number of youth accessing MH/BH services</i>
Family Therapy	<i>Provide evidence-based programs focused on strengthening family relationships and understanding of trauma</i>		<i>Increase in family functioning; Improved family communication</i>
Positive Pathways for Youth			
Prosocial Opportunities	<i>Increase asset building and leadership in 'hours of opportunity'</i>		<i>Youth strengthen developmental assets/protective factors; Increase self-efficacy; Decrease justice-involvement</i>
Mentorship*	<i>Connect youth with consistent and relatable mentors</i>		<i>Increase the number of youth who have at least one caring adult in their life; Increase the number of youth who stay on track</i>
School Engagement	<i>Increase opportunities and programs to reduce truancy and increase connection to school</i>		<i>Decrease school absenteeism and dropout rates</i>
Technical and Career Training*	<i>Seek partnership with local companies for training and internship opportunities</i>		<i>Increase youth's career skills and job opportunities with local companies</i>
Innovation in Juvenile Justice	<i>Collect data to evaluate the quality of implementation and impact of innovative programs</i>		<i>Understand the reach and impact of innovative programs in the short and longer term; Demonstrate decrease in arrest and recidivism rates</i>
Re-Entry Support*	<i>Increase capacity of psychiatric social workers and wraparound teams to keep youth on a positive path post-release; Warmer handoffs for greater continuity of pre to post-release services</i>		<i>Increase access to MH/BH and education services during re-entry; Decrease recidivism</i>

Parent Education and Support		
Family Engagement*	<i>Meet families where they are to connect them to community supports and other resources</i>	<i>Increase in the number of families accessing support; Family functioning and social supports increase</i>
Parenting Skills	<i>Engage families in services that support positive parenting skills</i>	<i>Increase in the number of families who learn the skills to provide the balance of structure and support youth need</i>
Access to Effective Services		
Barriers to Access Services	<i>Increase affordability for at-risk youth and families to access beneficial services</i>	<i>Increase in the number of families who overcome financial barriers to access services</i>
Culturally & Linguistically Responsive Services*	<i>Increase cultural sensitivity of materials and services; Increase availability of services in home languages (e.g., MH services in Spanish)</i>	<i>Increase in the number of youth and families who access and benefit from services</i>
Program Quality & Sustainability	<i>Increase funding for quality programs that benefit at-risk youth</i>	<i>Increase in funding to sustain innovation and programs with demonstrated effectiveness; Increase in the number of youth who stay connected to programs and services that help them</i>
Alignment and Coordination of Systems		
Align and Coordinate Services	<i>Outreach to understand the communication needs of providers and develop methods to meet those needs (e.g., reestablish multidisciplinary provider teams for incarcerated youth)</i>	<i>Increase in communication among providers; Increase in the number of youths whose needs are addressed in a more coordinated way</i>
Prevention & Early Intervention System	<i>Coordinate cross-sector PEI early warning partnership to identify and address risk at onset</i>	<i>Increase in the number of children and youth who improve behavior and coping skills that decrease their likelihood of entry into the justice system</i>
Trauma-Informed*	<i>Reinvest in comprehensive cross-sector trauma-informed training and community of practice</i>	<i>Providers and educators better understand trauma and how to respond to trauma-based behavior in children and youth</i>