

# LOCAL ACTION PLAN FOR YOUTH 2025-2030



San Mateo County Probation  
Department

Juvenile Justice Coordinating  
Council (JJCC)



Helping People  
Build Better Communities

# Acknowledgments

Applied Survey Research (ASR) extends our gratitude to all the people who participated in this effort, including the unnamed youth and families who contributed their experiences and insights to inform this plan. We would also like to thank the named agencies, educators, community-based organizations, and other entities who participated in the data collection efforts and whose perspectives are reflected throughout this report. Thank you to the Juvenile Justice Coordinating Council (JJCC), whose leadership guided this effort, as well as to ASR's research partners who supported the data collection effort— staff from the San Mateo County Probation Department, Harold Atkins (FLY), Johanna Rasmussen (chair, Juvenile Justice and Delinquency Prevention Commission (JDPC)), Mignon Page-Broughton (San Mateo County Probation Department), Lilian Tashiro and David Dominguez (San Mateo County Sheriff's Office), Ashley Dwarshuis (Art of Yoga) — for their help facilitating conversations with community partners, youth, and families to aid understanding of the needs of youth who are under-resourced, underserved, and/or justice-involved in the County and their families.

## Assessment Coordination Team

### Applied Survey Research

- Kim Carpenter, Ph.D.
- Connie Chu, B.A.
- Kim Gillette, M.P.H.

### San Mateo County Juvenile Probation Department

- Yanitxa Albino
- Sanam Aram
- Tony Burchyns
- Nora Cullen
- Melissa Larrarte
- Noelle Vergara

## Agencies and Organizations that Contributed Perspectives

- Art of Yoga Project
- Boys and Girls Club of the Peninsula (BGCP)
- Community Overcoming Relationship Abuse (CORA)
- Fresh Lifelines for Youth (FLY)
- Friends for Youth
- Hillcrest School at YSC, San Mateo County Office of Education Court and Community Schools Program
- Live in Peace
- Mind, Body, Awareness

- Project Change at the College of San Mateo
- San Mateo County Behavioral Health and Recovery Services (BHRS)
- San Mateo County District Attorney's Office
- San Mateo County Human Services Agency (HSA), Diversion Services
- San Mateo County Juvenile Justice and Delinquency Prevention Commission
- San Mateo County Juvenile Justice Coordinating Council (JJCC)
- San Mateo County Juvenile Public Defender's Office
- San Mateo Juvenile Probation Department
- San Mateo County Sheriff's Office
- StarVista
- Success Centers
- Today's Future Sound
- University of California Cooperative Extension (Culinary Arts Program)
- YMCA of San Francisco

# Table of Contents

**ACKNOWLEDGMENTS ..... 1**

**INTRODUCTION AND BACKGROUND ..... 5**

    Juvenile Justice Trends in The State Of California..... 7

    The Role of the Juvenile Justice Coordinating Council (JJCC) ..... 8

    Funding Overview and Allocations..... 9

    The Local Action Planning Process ..... 14

**THE LANDSCAPE OF YOUTH IN SAN MATEO COUNTY ..... 18**

    Youth Population-based Indicators ..... 18

    Indicators Specific to Youth Who Are System-Involved..... 25

    Demographics of Youth Served by Probation in FY 2023-24 ..... 31

**THE LOCAL ACTION PLAN FOR YOUTH..... 34**

    Desired Outcomes and Prioritized Needs ..... 34

**OUTCOME 1 – YOUTH ACCESS SUPPORT FROM A RESPONSIVE, COORDINATED SYSTEM..... 36**

    Summary of Findings ..... 36

    Needs of Youth and Families ..... 37

    Assets, Strategies, and Recommendations ..... 40

**OUTCOME 2 — YOUTH CULTIVATE SOCIAL AND EMOTIONAL WELL-BEING..... 44**

    Summary of Findings ..... 44

    Needs of Youth and Families ..... 44

    Assets, Strategies, and Recommendations ..... 46

**OUTCOME 3 – YOUTH GAIN EDUCATIONAL AND CAREER SKILLS AND HOPE FOR THE FUTURE ..... 49**

    Summary of Findings ..... 49

    Needs of Youth and Families ..... 50

    Assets, Strategies, and Recommendations ..... 52

**OUTCOME 4 – FAMILIES ARE ENGAGED AND SUPPORTED ..... 57**

    Summary of Findings ..... 57

    Needs of Youth and Families ..... 57

    Assets, Strategies, and Recommendations ..... 60

**SUMMARY ..... 62**

    Overview ..... 62

    Recommended Approaches for the New Local Action Plan ..... 65

    Closing Summary ..... 72

**ABOUT THE RESEARCHER ..... 73**

# Table of Exhibits

Exhibit 1.	Five-Year Trend in Juvenile Arrests in the State of California, by Offense Type .....	8
Exhibit 2.	JJCPA Mandated Data Reporting Requirements .....	10
Exhibit 3.	JJCPA Funding Allocations, FY 2023-24.....	10
Exhibit 4.	Categories of Service Eligible for JPCF Program Funding .....	11
Exhibit 5.	JPCF Funding Allocations, FY 2023-24 .....	12
Exhibit 6.	CBO Programs by Funding Stream in FY 2024-25 .....	12
Exhibit 7.	Program Descriptions of YOBG and JIRBG-Funded CBOs in FY 2024-25 .....	13
Exhibit 8.	Data Sources Analyzed and Synthesized for the Local Action Plan.....	15
Exhibit 9.	Service Sectors Represented in the Provider Survey .....	16
Exhibit 10.	Surveyed Provider Populations of Focus .....	17
Exhibit 11.	San Mateo County Child Population Estimate, 2018-2035 .....	18
Exhibit 12.	San Mateo County Child Population by Race/Ethnicity: 2016-2020 .....	19
Exhibit 13.	San Mateo County Primary Language for English Learners in Public School, 2021.....	20
Exhibit 14.	Percentage of People Earning a Living Wage in San Mateo County, 2018-2022 .....	21
Exhibit 15.	Percentage of Youth in School and/or Employed in San Mateo County, by Race/Ethnicity, 2018-2022.....	22
Exhibit 16.	Percentage Of Chronically Absent Students in San Mateo County, by Race/Ethnicity, 2022-2023 .....	23
Exhibit 17.	Percentage Of Students Suspended in San Mateo County by Race/Ethnicity, 2022-2023 .....	24
Exhibit 18.	Five-Year Trend in Juvenile Arrests in San Mateo County, by Offense Type .....	25
Exhibit 19.	Five-Year Trend in Juvenile Arrests in San Mateo County, by Identified Gender .....	26
Exhibit 20.	Five-Year Trend in Juvenile Arrests in San Mateo County, by Racial/Ethnic Identity .....	27
Exhibit 21.	Annual Average of Arrests for Status Offenses per 10,000 Youths Under 18 in San Mateo County, 2018-2022.....	28
Exhibit 22.	Geographic Distribution of Youths Served by JPCF & JJCPA-Funded Programs in FY 2023-24 .....	29
Exhibit 23.	Locations of Youth Served by JPCF & JJCPA by City in FY 2023-24 .....	30
Exhibit 24.	New Bookings, by City in San Mateo County, FY 2023-24 .....	31

Exhibit 25. Age of Youths Served in San Mateo County by Funding Stream, FY 2023-24 ..... 32

Exhibit 26. Gender of Youths Served in San Mateo County by Funding Stream, FY 2023-24 ..... 32

Exhibit 27. Race/Ethnicity Profile of Youths Served in San Mateo County, by Funding Stream, FY 2023-24 ..... 33

Exhibit 28. San Mateo County Youth Local Action Plan 2025-2030, Key Needs and Desired Outcomes ..... 35

Exhibit 29. LAP 2025-2030 Summary of Key Outcomes, Needs, Opportunities, and Performance Indicators..... 63

Exhibit 30. JJCPA and JPCF Program Service Types, FY 2023-24 ..... 65

Exhibit 31. Overview of Evidence-Based Practices Implemented by CBOs Receiving JJCPA and JPCF Funding in FY 2023-24 ..... 66

Exhibit 32. Evidence-based Practices Implemented by YOBG-funded Contractors in FY 2023-24..70

# Introduction and Background

## JUVENILE JUSTICE TRENDS IN THE STATE OF CALIFORNIA

### 2000 to 2019

According to the Chief Probation Officers of California (CPOC), California experienced a historic evolution from 2000 to 2019 regarding how youth referred to the justice system were served. Specifically, a focus on becoming a more innovative and responsive system to serve youth led to nearly 90% of system-involved youth being served in community settings in 2019.<sup>1</sup> The implementation of juvenile justice reforms also led to a marked decrease in the number of youths in detention across California, estimated from 19,000 in 2000 to about 4,500 in 2019. CPOC also reported a 73% drop in the juvenile arrest rate since 2007. CPOC believed that the drop was in large part driven by investment in prevention and early intervention services, as well as the implementation of research and evidence-based therapeutic approaches to risk reduction and rehabilitation.

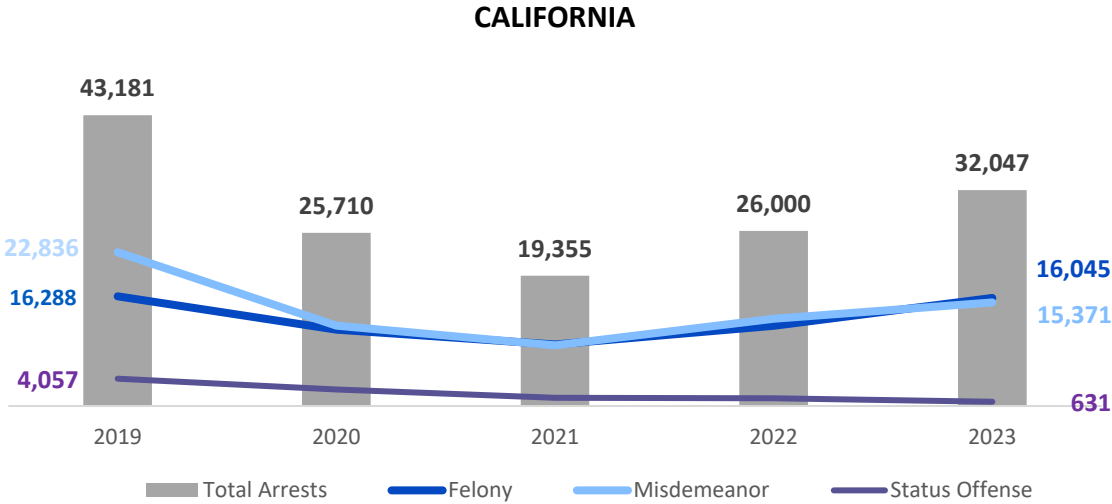
### 2019 to 2023

The U-shaped curve of the number of juvenile arrests from calendar years 2019 to 2023 in the State of California clearly shows the impact of COVID-19 (see Exhibit 1). Total arrests declined in 2020 and reached an all-time low in 2021, then subsequently climbed in 2022 and again in 2023. As of 2023, the number of arrests per year has not returned to pre-COVID-19 rates. While felony and misdemeanor arrests have increased in recent years, status offenses have continued to decline across the state.

---

<sup>1</sup> <https://www.cpod.org/post/californias-historic-juvenile-justice-evolution-2>

Exhibit 1. Five-Year Trend in Juvenile Arrests in the State of California, by Offense Type



Source. State of California Department of Justice. (2024). *Open Justice Data Portal*. Retrieved from <https://openjustice.doj.ca.gov/exploration/crime-statistics/arrests>

**2020: SB 823- The Division of Juvenile Justice (DJJ) Realignment**

The passage of SB 823 in 2020 realigned the entirety of the juvenile justice system for each county in California. SB 92 (2021) established the Secure Youth Treatment Facilities (SYTF) track for youth and a DJJ closure date of June 30, 2023. <sup>2</sup> Youth transferring back to counties upon DJJ’s closure, as well as current youth who have been ordered by the court to a SYTF, present with the most complex needs and significant risk factors. Across the state, many of these youth have significant behavioral health needs. The relatively older age of the population presents specific needs both for programming while in a secure setting, but also in relation to their transitional reentry needs for housing, education, and employment.

**THE ROLE OF THE JUVENILE JUSTICE COORDINATING COUNCIL (JJCC)**

In California counties, the Juvenile Justice Coordinating Council (JJCC) plays a key role in guiding local juvenile justice strategies by overseeing the implementation of the Juvenile Justice Crime Prevention Act and influencing the use of Youthful Offender Block Grant (YOBG) funds. Chaired by the Chief Probation Officer and composed of representatives from law enforcement, education, behavioral health, human services, and community-based organizations, the JJCC is responsible for developing and updating the

<sup>2</sup> [the california probation approach to safety.pdf](#)

County’s Local Action Plan (LAP). This plan identifies priorities for evidence-based programs aimed at reducing juvenile crime and improving outcomes for system-involved youth.

While the JJCC has formal oversight over JJCPA funding, which must align with LAP goals, it also plays an advisory role in shaping how YOBG funds are used to ensure consistency with those same priorities. Additionally, in San Mateo County, the JJCC’s collaborative planning function includes Juvenile Probation Camp Funding (JPCF). Although not required by state law, this local decision reflects the County’s commitment to coordinated, transparent use of all juvenile justice resources and ensures that JPCF-supported services are integrated with the County’s broader strategy for reducing delinquency and addressing juvenile crime.

Counties have broad discretion in how they allocate JJCPA, JPCF and YOBG funds, allowing for flexibility in meeting local needs. In San Mateo County, a portion of these funds is used to support Probation Department staffing and services as well as staffing and services in partner agencies, such as Behavioral Health and Recovery Services (BHRS) and the Human Services Agency (HSA). The remaining funds are allocated to community-based organizations (CBOs) that provide prevention, intervention, and reentry services. This balanced approach—combining supervision, case management, interagency collaboration, and community-based programming—ensures a comprehensive and coordinated continuum of care for youth and their families. The recommendations provided in this report are intended to guide decision-makers on the strategic distribution of resources, including how funding is awarded to CBOs.

## FUNDING OVERVIEW AND ALLOCATIONS

### Juvenile Justice Crime Prevention Act (JJCPA)

In 2000, the California Legislature passed AB 1913, the Schiff-Cardenas Crime Prevention Act, which authorized funding for county juvenile justice programs. A 2001 Senate bill extended the funding and changed the program’s name to the Juvenile Justice Crime Prevention Act (JJCPA). This effort was designed to provide a stable funding source to counties for juvenile programs that have been proven effective in reducing crime among under-resourced youth and young offenders.

Counties are required by statute to collect data at program entry and report six types of data (See Exhibit 2).

**Exhibit 2. JJCPA Mandated Data Reporting Requirements**



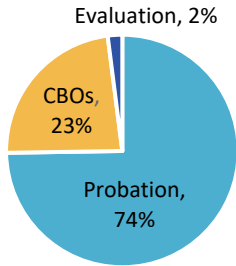
Probation case management systems are the primary sources of data to respond to the mandated JJCPA reporting requirements. In addition to the mandated outcomes, many counties, including San Mateo County, track and report on local outcomes specific to their individual programs. For example, some local outcomes include indicators of academic progress, including school attendance, grade point average, school behaviors, and behavioral health issues such as substance use, trauma, and anti-social attitudes.

The JJCPA allocation granted to San Mateo County Probation was \$2,028,793 in FY 2023-24. When compared to the FY 2018-19 allocation of \$2,081,438 reported in the prior LAP, the most recent fiscal year allocation represents a small **decrease of \$52,645** in available funds despite increasing costs.

In FY 2023-24, San Mateo County Probation allocated the largest portion of funds to probation programs, however, a larger portion of funding went to CBOs in FY 2023-24 compared to FY 2019-20. The distribution of JJCPA funds was as follows (see Exhibit 3):

- Approximately **74%** of funding was allocated to San Mateo County Probation programs, compared to 86% in FY 2018-19. Funding supported the Assessment Center and Family Preservation Program as well as BHRS and HSA to assess, triage, and provide appropriate levels of case management, supervision, and treatment for youth on probation.
- Approximately **23%** of funding was allocated to CBOs, compared to 14% in FY 2018-19, to provide direct services to youth on probation.

**Exhibit 3. JJCPA Funding Allocations, FY 2023-24**



- Approximately **2%** of funding was allocated to program evaluation compared to 1% in FY 2018-19.

### Juvenile Probation and Camp Funding (JPCF)

The JPCF Program was established by legislation in 2005 (AB 139) that provides funding to support a broad spectrum of county services targeting children who are habitual truants, runaways, at greater risk of being wards of the court, or under juvenile court supervision or supervision of the probation department. The JPCF Program, in effect, replaced the Comprehensive Youth Services Act, which provided federal dollars to county probation departments from 1997 to 2004, through the Temporary Assistance for Needy Families (TANF) program.

All funds allocated to counties through the JPCF Program are intended to support the delivery of services authorized by the enabling legislation. Twenty-three categories of services are authorized under the legislation (see Exhibit 4).

**Exhibit 4. Categories of Service Eligible for JPCF Program Funding**

Drug and Alcohol Education	Information/ Referral-Community Services
Aftercare Services	Life Skills Counseling
Anger Management, Violence Prevention, Conflict Resolution	Mental Health Assessment /Counseling
Case Management	Parent Peer Support
Counseling, Monitoring, and Treatment	Parenting Skills Development
Educational Advocacy/ Attendance Monitoring	Prevocational/ Vocational Training
Emergency and Temporary Shelter	Respite Care
Family Crisis Intervention	Sex and Health Education
Family Mentoring	Social Responsibility Training
Gang Intervention	Therapeutic Day Treatment
Home Detention	Transportation Services
Individual, Family, and Group Counseling	

Source: Juvenile Probation Camp Funding Program, [https://www.bscc.ca.gov/s\\_fsoervices/](https://www.bscc.ca.gov/s_fsoervices/), 2025 Welfare and Institutions Code, Section 18221

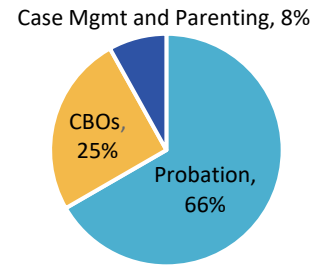
The state does not require program outcome reporting; however, counties must report on the following measures twice a year: number of individuals who enter a program, the number who exit, reason for exit, and number of additional family members served. JPCF states that a local evaluation is optimal, though not required. San Mateo County Probation values data-driven decision making and has opted to conduct annual evaluations of programs receiving funding to ensure the quality of services provided.

San Mateo County Probation received an allocation of **\$2,881,012** in JPCF Program funds in both FY 2023-24 and FY 2018-19 despite increasing costs. However, funding did shift to support more case

management and parenting interventions since FY 2018-19. Funds were distributed as follows (see Exhibit 5):

- **66%** of the funds to support mandated supervision and services of institutionalized youth (compared to 71% in FY 2018-19);
- **25%** of the funds to support CBOs providing direct services to probation and under-resourced youth (compared to 24% in FY 2018-19);
- **8%** of the funds to support probation case management and direct parenting interventions (compared to 5% in FY 2018-19); and
- **1%** of the funds go to evaluation.

**Exhibit 5. JPCF Funding Allocations, FY 2023-24**



**Currently Funded Programs and Services**

Youth services supported by both JPCF and JJCPA streams of funding are noted in Exhibit 6.

**Exhibit 6. Program Descriptions of JPCF and JJCPA-Funded CBOs in FY 2024-25**

<i>JPCF</i>	
<b>Acknowledge Alliance</b>	AA provides the Collaborative Counseling Program for youth attending Sequoia Union High School District and the Peninsula Bridge Program.
<b>Boys And Girls Clubs of The Peninsula</b>	BGCP provides mentoring services and enrichment activities to under-resourced youth through the High School Success Advising Program.
<b>Fresh Lifelines for Youth</b>	FLY’s Leadership program provides mentoring and case management, and FLY’s Law program provides law-related curriculum to under-resourced youth.
<b>StarVista Strengthen Our Youth (SOY)</b>	SOY provides group and individual counseling to under-resourced middle and high school students, as well as parenting workshops.
<b>Success Centers</b>	Success Centers provide case management, job readiness training, and job placement to under-resourced youth.
<b>YMCA of San Francisco</b>	YMCASF provides the School Safety Advocates (SSA) program to create safe environments on school campuses.
<i>JJCPA</i>	
<b>Probation Department Family Preservation Program</b>	Probation's FPP provides case management and supervision of youth with significant mental health and family issues in partnership with other county agencies, such as BHRS and HSA.
<b>Fresh Lifelines for Youth</b>	FLY’s Leadership program provides mentoring and case management, and FLY’s Law program provides law-related curriculum to justice-involved youth.

<b>Juvenile Services Court/Diversion Unit</b>	This program provides multidisciplinary team risk/needs assessments to youth who come into contact with the juvenile justice system and determines the course of intake appraisals from diversion and informal probation to formal court process if directly referred.
<b>StarVista Insights &amp; Victim Impact Awareness</b>	Insights provides substance use treatment and family counseling for youth on probation. Insights also provides the Parent Support Group to parents/caregivers and guardians of court-ordered or court-directed youth ages 13 and older.  The Victim Impact Awareness program serving South County is designed to show students what it is like to be a victim and to consider mediation.
<b>Success Centers</b>	Success Centers provides job readiness training, job placement, worksite development, and career advising to justice-involved youths referred by DPOs to help youth become workforce ready.
<b>YMCA of San Francisco</b>	YMCASF provides school safety advocates to create safe environments at designated middle school campuses

In FY 2024-25, the following CBOs held Youthful Offender Block Grant (YOBG)-funded contracts to serve youth at the YSC-Juvenile Hall (Exhibit 7). Some of these CBOs also received funding through the Juvenile Justice Realignment Block Grant (JJRBG) to provide programs for older youth serving longer sentences as a result of California’s juvenile justice reforms. Although not the primary focus of this plan, the needs of youth served by programs and services funded by YOBG and JJRBG are highlighted in this report, as they are relevant to understanding the support provided to youth at all stages of involvement in the juvenile justice system.

**Exhibit 7. Program Descriptions of YOBG and JJRBG-Funded CBOs in FY 2024-25**

<i>YOBG</i>	
<b>Art of Yoga Project</b>	AYP provides gender-responsive programming that combines health education, character development, yoga, breathing techniques, meditation, creative arts, and writing.
<b>The Beat Within (A member of Intersection for the Arts)</b>	BW provides weekly creative and literary arts programming.
<b>Fresh Lifelines for Youth</b>	FLY provides weekly law-related education workshops, pre-release and reentry case management, reentry prosocial activities, one-on-one coaching, and career navigation workshops.
<b>Mind Body Awareness Project</b>	MBA provides classes focusing on mindfulness, stress and anxiety reduction, and emotion regulation.

<b>Success Centers</b>	SC provides weekly job-readiness, life skills workshops, and computer literacy training classes.
<b>Therapeutic Beat Making, LLC</b>	TBM provides beat-making therapeutic and educational interventions to help youth express themselves and gain new skills.
<b>University of California Cooperative Extension</b>	UCCE provides a weekly culinary arts program and career training around nutrition, healthy cooking, and food safety.
<b>YMCA of San Francisco</b>	YMCASF provides Sexual Violence Prevention and other group counseling programs.
<i>JJRBG</i>	
<b>The Beat Within (A member of Intersection for the Arts)</b>	BW provides weekly creative and literary arts programming.
<b>Fresh Lifelines for Youth</b>	FLY provides weekly law-related education workshops and STAY FLY Workshops, pre-release and reentry case management, one-on-one coaching, and career navigation workshops.
<b>Mind Body Awareness Project</b>	MBA provides classes focusing on mindfulness, stress and anxiety reduction, and emotion regulation.
<b>Success Centers</b>	SC provides weekly job-readiness, life skills workshops, and computer literacy training classes.

## THE LOCAL ACTION PLANNING PROCESS

### Data Collection

This planning process began with three stage-setting listening sessions with the JJCC, probation core leaders, and CBOs funded by probation. These sessions gathered initial perspectives that helped focus and contextualize the second round of conversations, consisting of seven listening sessions, eight interviews, and the completion of 44 provider surveys. In addition, data collected and reported as a part of the FY 2023-24 annual evaluation plan, plus additional data from public websites, were gathered and synthesized with the interview and survey data to identify common themes regarding needs, gaps, and opportunities to improve support of youth and their families.

Data collection spanned three months from February through April 2025. The three stage-setting meetings were held in person in February, while the second round of qualitative data collection was

conducted from March through April 2025 via Zoom, except for listening sessions with prevention youth and incarcerated youth. The probation department assisted in coordinating conversations with probation and law enforcement-affiliated providers and known contacts in the community. All other qualitative data collection involved ASR outreach and scheduling of participants initially identified in the stage-setting meetings or mentioned by other interview or listening session participants.

Exhibit 8 below maps the two phases and types of data collection activities totaling 18 distinct individual and group sessions with key informants found at county agencies and in the community who interact with and support youth and families. ASR designed customized interview protocols and collected written feedback and transcripts of conversations with participants for thematic analyses and example experiences.

**Exhibit 8. Data Sources Analyzed and Synthesized for the Local Action Plan**

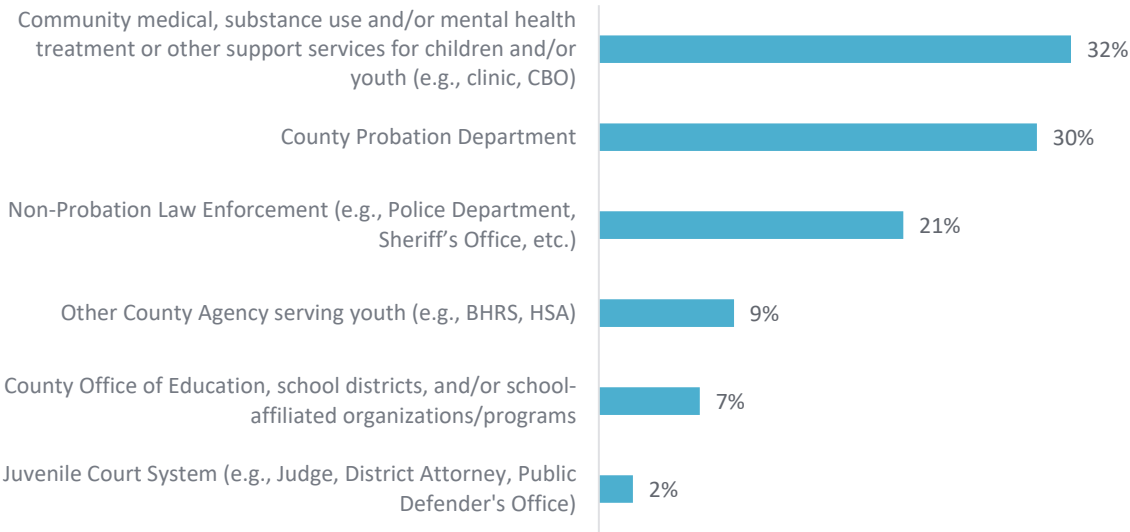
Stage Setting Groups (3)	Listening Sessions (7)	Interviews (8)	Provider Surveys (44)	Secondary Data Sources
<ol style="list-style-type: none"> <li>JJCC</li> <li>Probation core leaders</li> <li>Currently funded Community-Based Organizations (CBOs)</li> </ol>	<ol style="list-style-type: none"> <li>Families of justice-involved youth</li> <li>Incarcerated Youth</li> <li>PAL Prevention Youth</li> <li>Deputy Probation Officers and Probation Service Manager</li> <li>School Resource Officers</li> <li>CBOs (2)</li> </ol>	<ol style="list-style-type: none"> <li>Behavioral Health and Recovery Services (BHRS)</li> <li>CBOs</li> <li>District Attorney’s Office</li> <li>Hillcrest School at YSC, County Office of Education</li> <li>Human Services Agency (HSA)</li> <li>Juvenile Justice Delinquency Prevention Council (JJDC)</li> <li>Project Change, College of San Mateo</li> <li>Public Defender’s Office</li> </ol>	<ol style="list-style-type: none"> <li>CBOs</li> <li>Human Services Organizations</li> <li>Juvenile Court System</li> <li>Law Enforcement</li> <li>Local Government</li> <li>School and Education-affiliated organizations</li> <li>Youth and Family Advocates</li> </ol>	<ol style="list-style-type: none"> <li>Probation reports</li> <li>Publicly available websites and databases</li> </ol>

ASR also distributed a Provider Survey to obtain feedback from a larger group of providers than we were able to reach through the interviews and listening sessions. The participant list was developed collaboratively with the Probation coordination team to achieve representation from key service sectors. The list of providers invited to complete the survey began with providers who were invited to participate in the prior Local Action Plan data collection process, with additional staff and community organizations added initially, and as they became known to the research team as an organization that supports youth who are under-resourced in the community or justice-impacted and their families. The survey was in the

field for approximately four weeks, opening in February and closing in March 2025. Survey respondents were asked to rank items by their highest priority or greatest need/barrier.

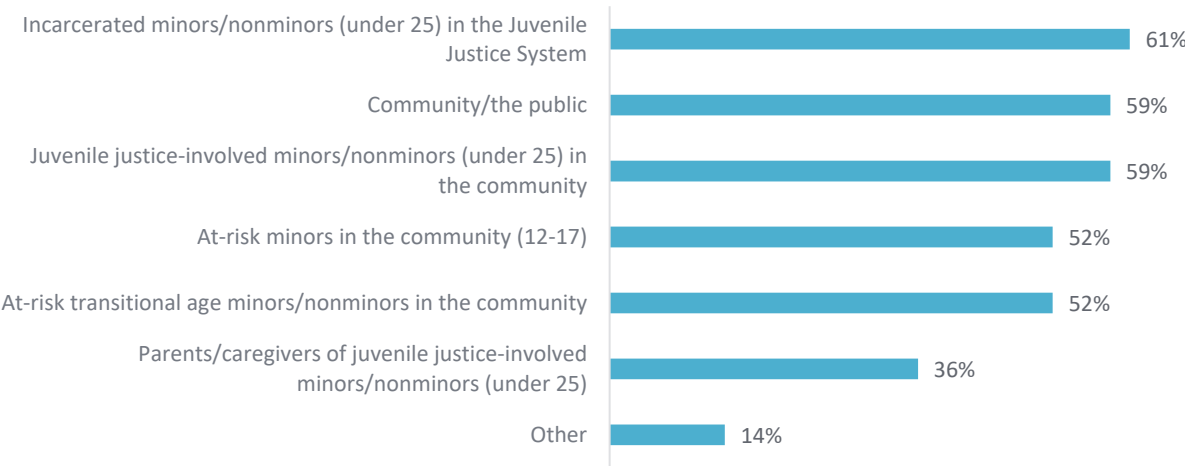
Exhibit 9 shows the primary service sectors identified by survey respondents and Exhibit 10 shows the populations of focus identified by the same survey respondents. Diverse service sectors were represented in the survey including community-based medical and other service providers representing the largest sector of surveyed providers (32%), followed by the probation department (30%), law-enforcement personnel (21%), and the remaining (18%) including other county agencies, education, and court-affiliated staff. Roughly three out of every five providers surveyed work with youth who were incarcerated, youth who are currently justice-involved, and or/youth in the general community demonstrating significant depth of experience with the populations of interest for this plan.

**Exhibit 9. Service Sectors Represented in the Provider Survey**



Source: LAP Provider Survey, 2025. N=44.

**Exhibit 10. Surveyed Provider Populations of Focus**



Source: LAP Provider Survey, 2025. N=44.

Data from all sources mentioned were considered in the formulation of the plan through a systematic process weighing the ranked preferences shared in the provider survey, perspectives shared in individual, small, and large group conversations, and existing quantitative data collected in the last full fiscal year as a part of the JJCPA and JJCPF annual report or through other publicized data on the overall population.

**Key Terms**

This report uses the following terms to refer to populations of focus addressed by this LAP. These include:

- **Youth who are underserved, marginalized, or under-resourced:** This term refers to young people who are not involved in the justice system but face multiple systemic barriers that increase youth’s risk factors for involvement with the justice system. These youth may access and utilize early intervention and prevention programs and services funded through JPCF.
- **Prevention youth:** These youth participate in diversion services including prevention-focused and early intervention services intended to divert youth away from formal justice involvement.
- **Youth who are justice-impacted:** These youth have current or prior involvement with the justice system and have participated in probation services. These youth participate in JJCPA, YOBG, and JIRBG-funded programs and services.
- **Youth who are system-involved:** Youth with involvement in systems that include child welfare, juvenile justice, behavioral health, or other systems. Youth may be involved in more than one system.

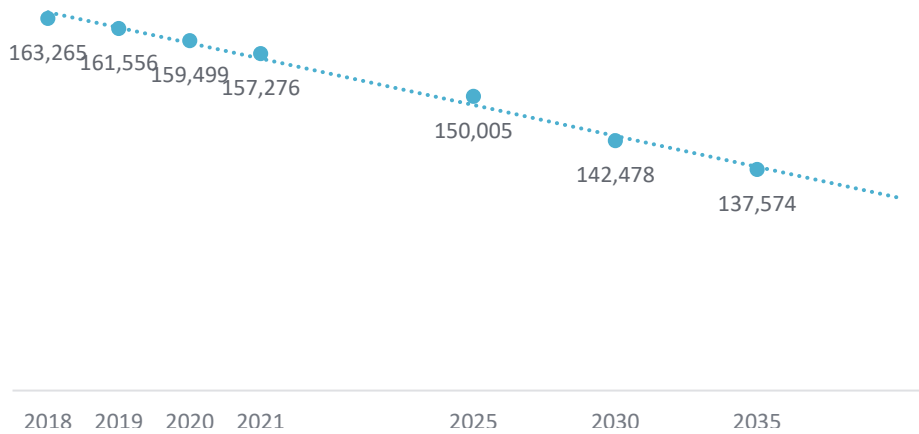
# The Landscape of Youth in San Mateo County

## YOUTH POPULATION-BASED INDICATORS

To best serve the youth of San Mateo County, it is important to understand the demographics of the populations of interest. When planning future programs and services, knowing the population trends, languages spoken, and potential needs will support data-driven decision-making.

In San Mateo County, the number of children ages 0-17 has been steadily declining. In 2018, the estimated youth population was 163,265, which decreased to 157,276 by 2021—a 3.7% drop over four years.<sup>3</sup> Projections indicate this downward trend will continue, with the youth population expected to fall to 137,574 by 2035 (see Exhibit 11). This decline has significant implications, as it may lead to reduced funding and lower enrollment in programs that serve system-impacted children.

**Exhibit 11. San Mateo County Child Population Estimate, 2018-2035**



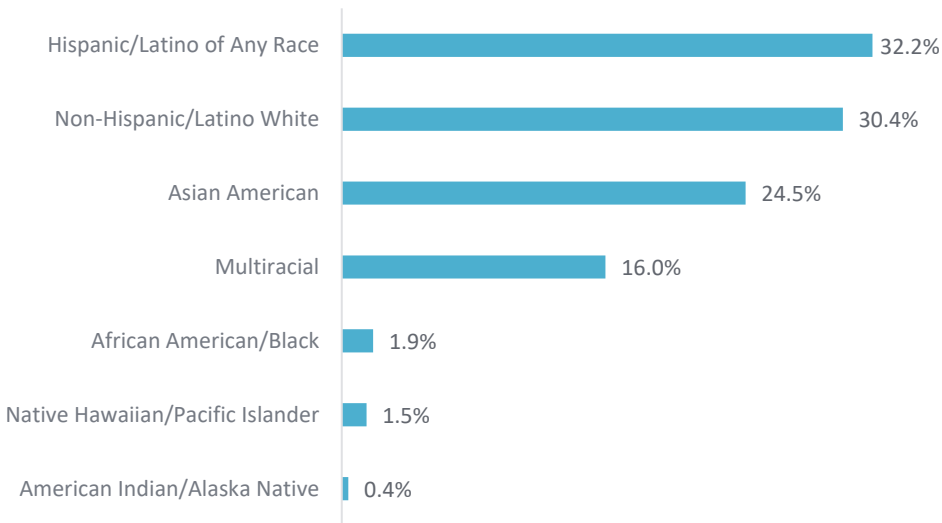
Source: KidsData.org, Child Population, by County, and Projected Child Population, by County sourced from California Dept. of Finance, Population Estimates and Projections; U.S. Census Bureau, Population and Housing Unit Estimates (Aug. 2021).

<sup>3</sup>Kidsdata.org, Child Population, by County and Projected Child Population, by County, sourced from California Dept. of Finance, Population Estimates and Projections; U.S. Census Bureau, Population and Housing Unit Estimates (Aug. 2021).

## Demographics

Of the 157,276 children in the County in 2021, 35,875 were ages 14-17, with 49% female and 51% male.<sup>4</sup> The largest populations of youth by race/ethnicity for ages 0-17 were 32.2% Hispanic/Latino of any race, 30.4% Non-Hispanic/Latino White, 24.5% Asian American, and 16% Multiracial. The populations of African American/Black (1.9%), Native Hawaiian/Pacific Islander (1.5%), and American Indian/Alaska Native (0.4%) comprised a very small proportion of children in the County (See Exhibit 12).<sup>5</sup>

**Exhibit 12. San Mateo County Child Population by Race/Ethnicity: 2016-2020**



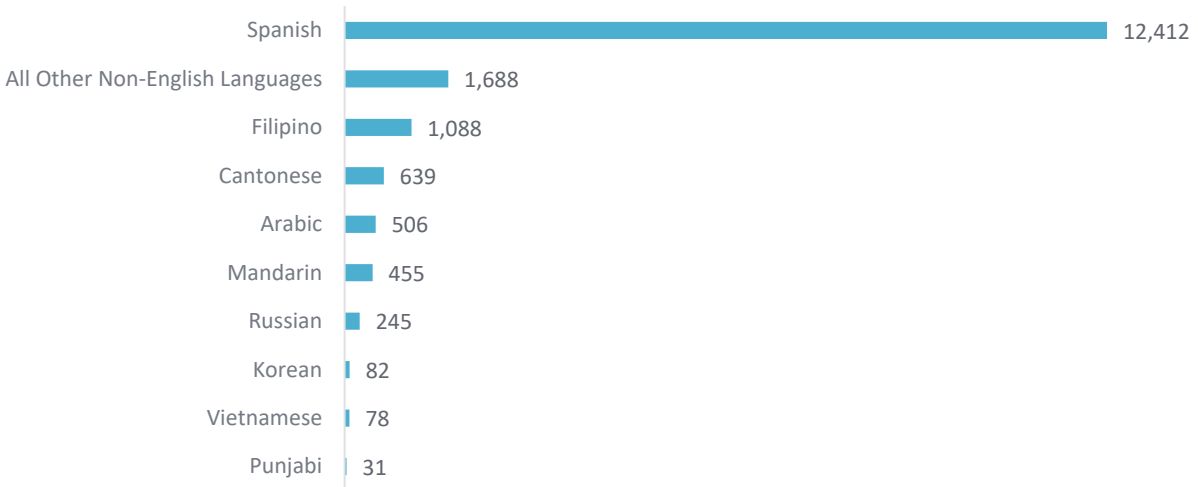
Source: Kidsdata.org, sourced from U.S. Census Bureau, American Community Survey (Aug. 2022).

<sup>4</sup> Kidsdata.org, Child Population, by Age Group and Gender, sourced from California Dept. of Finance, Population Estimates and Projections; U.S. Census Bureau, Population and Housing Unit Estimates (Aug. 2021).

<sup>5</sup> Kidsdata.org, sourced from U.S. Census Bureau, American Community Survey (Aug. 2022).

In San Mateo County public schools, 19.1% of children were English Learners.<sup>6</sup> The most common primary language was Spanish.<sup>7</sup> Exhibit 13 shows a breakdown of primary languages spoken, which can assist in decisions regarding programs and materials for families.

**Exhibit 13. San Mateo County Primary Language for English Learners in Public School, 2021**



Source: Kidsdata.org, English Learners in Public Schools, by Primary Language, sourced from California Dept. of Education, English Learners by Grade and Language (Sept. 2021).

---

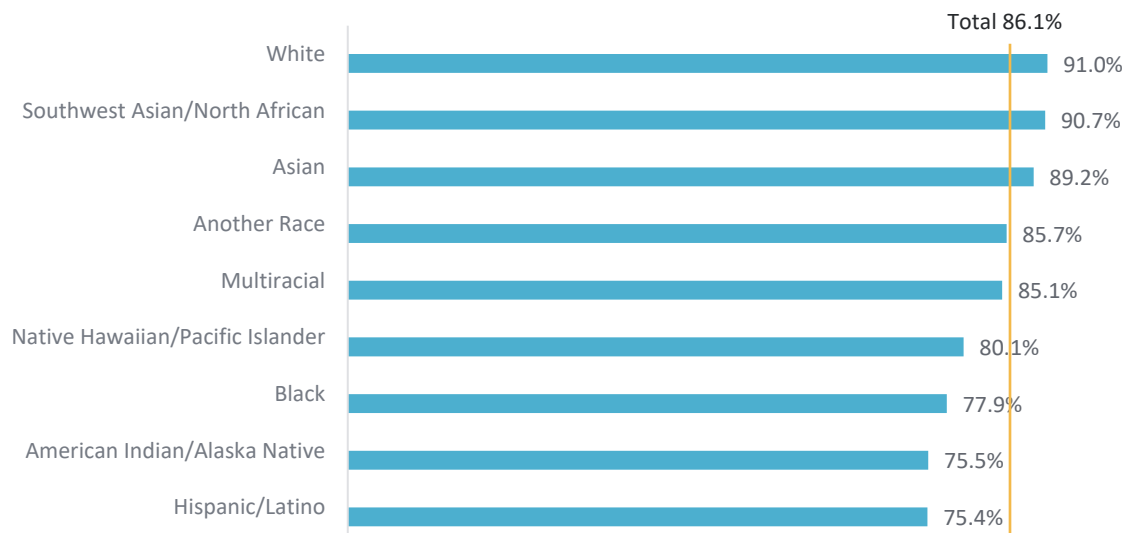
<sup>6</sup> Kidsdata.org, English Learners in Public Schools, sourced from California Dept. of Education, [English Learners by Grade and Language](#) (Sept. 2021).

<sup>7</sup> Kidsdata.org, English Learners in Public Schools, by Primary Language, sourced from California Dept. of Education, English Learners by Grade and Language (Sept. 2021).

### Income and Education

In San Mateo County, the overall rate of children living in poverty is relatively low, estimated at 6%, compared to 16% in California from 2018-2022. However, there were populations in the County with higher rates of poverty, such as Hispanic/Latino children, who had a poverty rate of 14%.<sup>8</sup> When looking at adults’ income, the percentage of people earning a living wage also varied by race/ethnicity (see Exhibit 14). The overall rate was 86%, with some ethnicities/races (White, South Asian/North African, Asian) falling above that line, and some (Black, American Indian/Alaska Native, Hispanic/Latino) falling well below that line.<sup>9</sup>

**Exhibit 14. Percentage of People Earning a Living Wage in San Mateo County, 2018-2022**



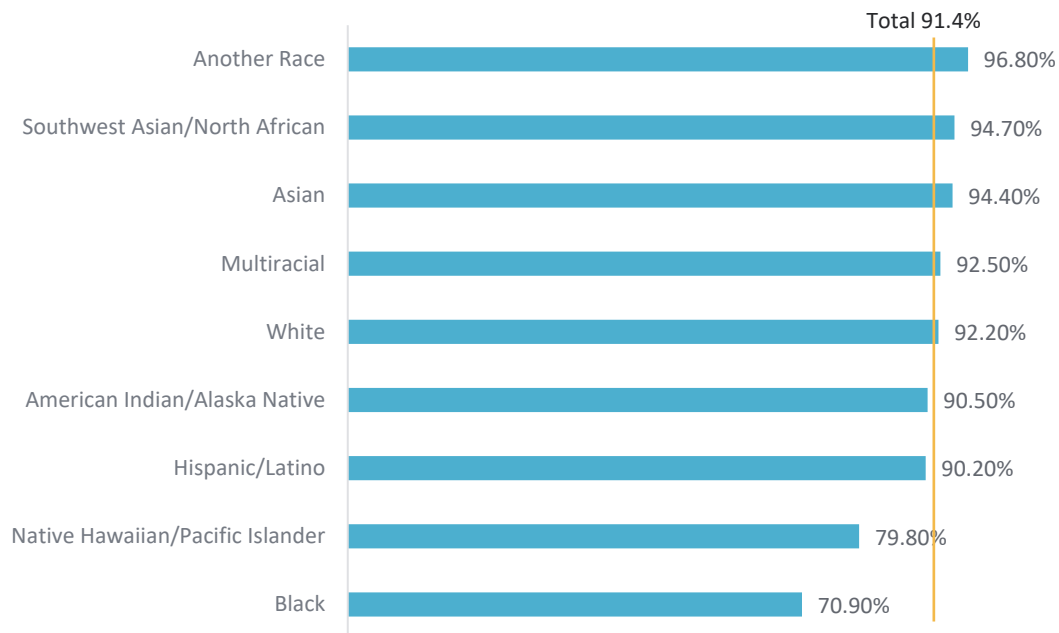
Source: RACE COUNTS, racecounts.org, sourced from American Community Survey, 2018-2022. Note: The data label *Hispanic/Latino* appears as *Latinx* on the RACE COUNTS website.

<sup>8</sup> kidsdata.org, Children in Poverty, by Race/Ethnicity: 2019, sourced from Population Reference Bureau, analysis of U.S. Census Bureau American Community Survey summary files and public use microdata (Oct. 2020).

<sup>9</sup> RACE COUNTS, racecounts.org, sourced from American Community Survey, 2018-2022

Connected youth is a measure that calculates the number of youths, ages 16-24, who are in school and/or employed. Overall, 91.4% of youths in San Mateo County were connected. The number was lowest for Native Hawaiian/Pacific Islander (79.8%) and Black (70.9%) youths (Exhibit 15).<sup>10</sup>

**Exhibit 15. Percentage of Youth in School and/or Employed in San Mateo County, by Race/Ethnicity, 2018-2022**

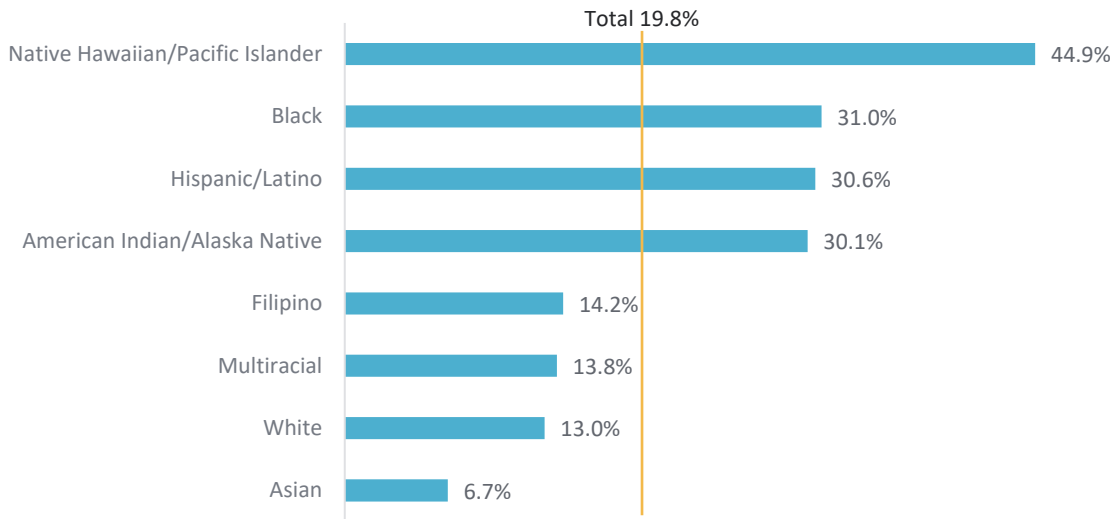


Source: RACE COUNTS, [racecounts.org](https://racecounts.org), sourced from American Community Survey, 2018-2022. Note: The data label *Hispanic/Latino* appears as *Latinx* on the RACE COUNTS website.

<sup>10</sup> [racecounts.org](https://racecounts.org), sourced from American Community Survey, 2018-2022

A student is considered chronically absent if they miss 10% or more of the school year. In San Mateo County the total percentage of chronically absent students was almost 20%. Forty-five percent of Native Hawaiian/Pacific Islander students were chronically absent, followed by 31% of students who were Black, Hispanic/Latino, American Indian/Alaska Native (Exhibit 16). According to RaceCounts.org, students of color and those from low-income families who miss school often miss because they don't have enough food or stable housing. Their absences are more likely to be marked as unexcused, which can lead to stricter punishment from schools.<sup>11</sup>

**Exhibit 16. Percentage Of Chronically Absent Students in San Mateo County, by Race/Ethnicity, 2022-2023**

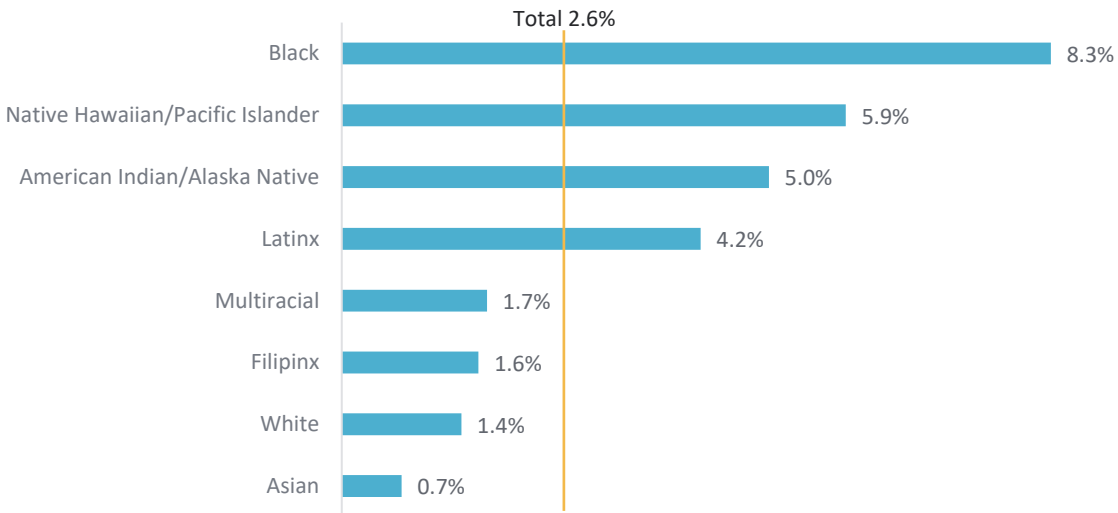


Source: RACE COUNTS, racecounts.org, sourced from California Department of Education, 2022-23. Note: Data labels for *Hispanic/Latino* and *Filipino* appear as *Latinx* and *Filipinx*, respectively, on the RACE COUNTS website.

<sup>11</sup> Racecounts.org. <https://www.racecounts.org/county/san-mateo/>. Chronic Absenteeism.

School suspensions can negatively affect students' academic performance and overall well-being.<sup>12</sup> Black youths in the County made up less than 2% of the population yet over 8% of the suspension rates (Exhibit 17). According to racecounts.org, “Schools lacking teacher and staff diversity, training on social emotional development, and trauma-informed restorative justice practices are more likely to suspend students of color.”<sup>13</sup>

**Exhibit 17. Percentage Of Students Suspended in San Mateo County by Race/Ethnicity, 2022-2023**



Source: RACE COUNTS, racecounts.org, sourced from California Department of Education, 2022-23. Note: The data label *Hispanic/Latino* appears as *Latinx* on the RACE COUNTS website.

<sup>12</sup> neaToday, School Suspensions Do More Harm than Good, <https://www.nea.org/nea-today/all-news-articles/school-suspensions-do-more-harm-good>, September 10, 2021

<sup>13</sup> racecounts.org, sourced from California Department of Education, 2022-23

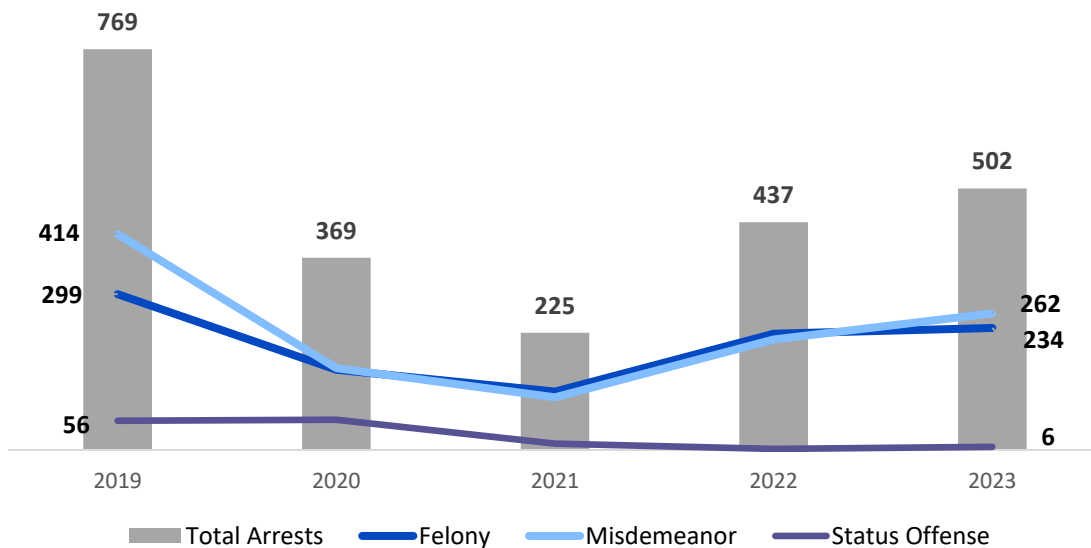
## INDICATORS SPECIFIC TO YOUTH WHO ARE SYSTEM-INVOLVED

Secondary data from the California Department of Justice, California Department of Finance, and the San Mateo County Probation Department were analyzed to understand the youth arrest rates in San Mateo County. A demographic profile of youths on probation in San Mateo County was also provided for FY 2023-2024.

### Trends in Juvenile Arrests

Exhibit 18 shows the trends in status offenses, misdemeanor, and felony arrests for juveniles 10-17 years of age in San Mateo County for the calendar years 2019 to 2023. Similar to the State of California, arrest rates of all types declined precipitously as a result of procedural changes in response to COVID-19 in 2020 and 2021, and since increased in both 2022 and 2023 in San Mateo County. However, rates of all types of arrest have not returned to rates found prior to COVID-19. In addition, a consistent gap between the number of misdemeanor arrests and felonies (as found in 2019) diminished or was eliminated completely. Of note, the number of status offense arrests in the County declined significantly from 56 to 6 arrests from 2019 to 2023.

**Exhibit 18. Five-Year Trend in Juvenile Arrests in San Mateo County, by Offense Type**

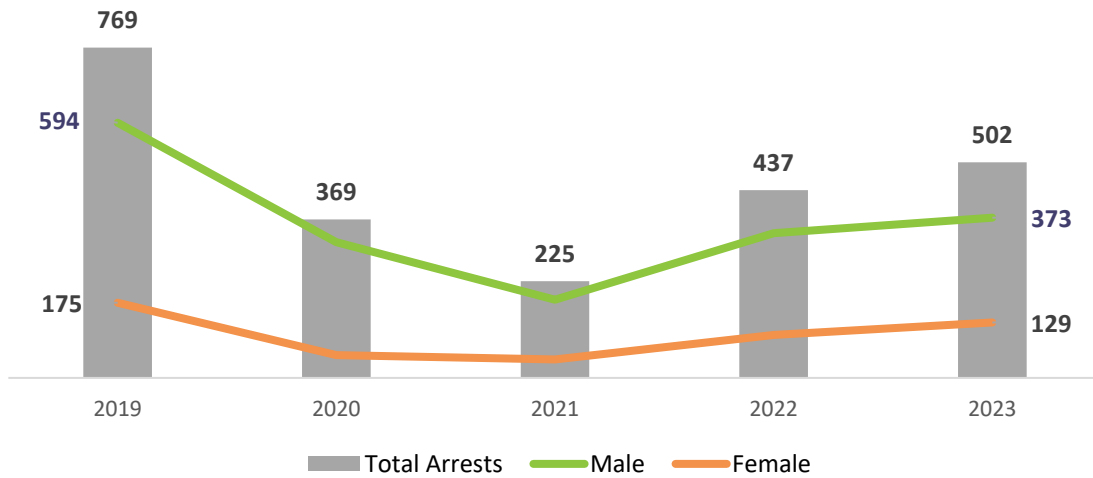


Source. State of California Department of Justice. (2024). *Open Justice Data Portal*. Retrieved from <https://openjustice.doj.ca.gov/exploration/crime-statistics/arrests>

### Proportion of Juvenile Arrests by Identified Gender

Similar to the overall trends in juvenile arrests, both male and female arrest numbers declined in 2020 and 2021 and then increased in 2022 and 2023 (Exhibit 19). Arrests of male youths in 2023 were 46% less than they were in 2019, and arrests of female youths were 30% less than in 2019. The proportion of arrests for males and females remained about the same from 2019; 77% identified as male and 23% female in 2019, and 74% were male and 26% female in 2023.

**Exhibit 19. Five-Year Trend in Juvenile Arrests in San Mateo County, by Identified Gender**

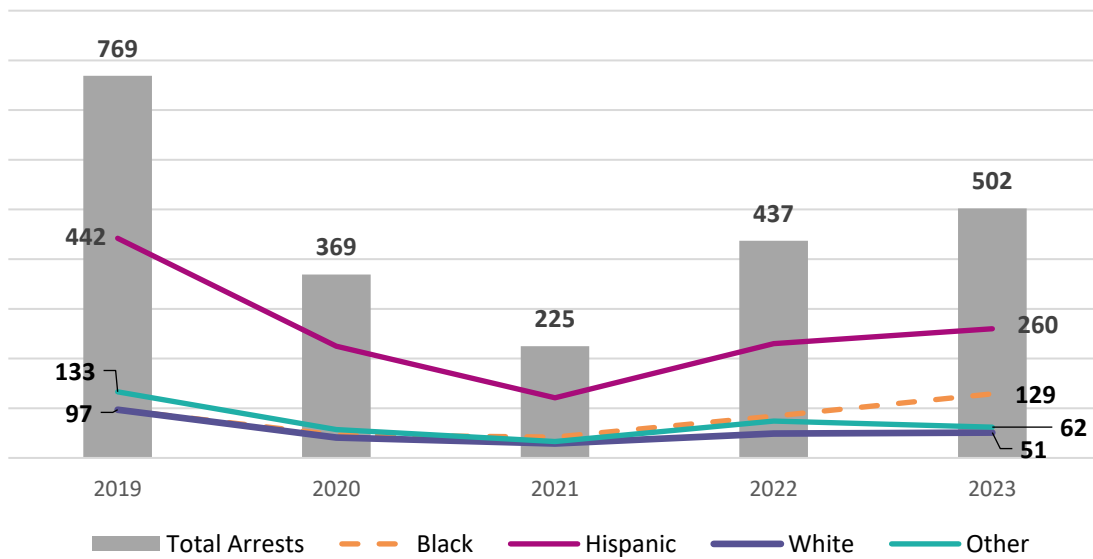


Source: State of California Department of Justice. (2024). *Open Justice Data Portal*. Retrieved from <https://openjustice.doj.ca.gov/exploration/crime-statistics/arrests>

### Proportion of Juvenile Arrests by Identified Race/Ethnicity

Juvenile arrests by race/ethnicity followed the same u-shaped curve (with a drop in 2020 and 2021 due to COVID-19, followed by a slight increase) for all subgroups except Black youths (Exhibit 20). While juvenile arrests for Hispanic, White, and other race/ethnicities rose to about half of what they were in 2019, juvenile arrests for Black youths increased by 33%. The highest number of arrests was of Hispanic youths, making up about 50% of the arrests, while making up only 32% of the San Mateo County population of youths.

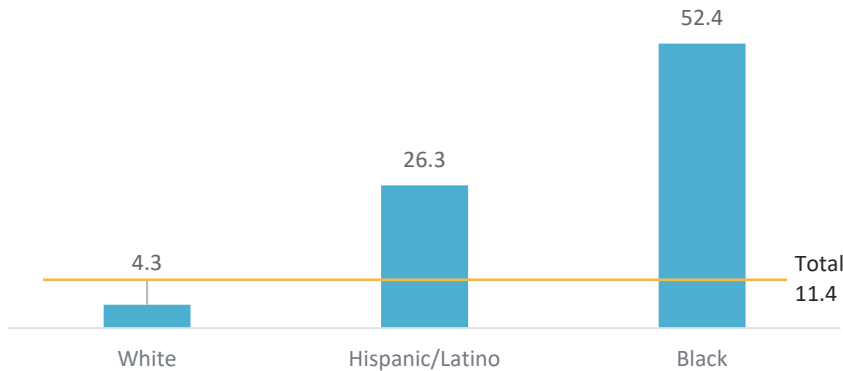
**Exhibit 20. Five-Year Trend in Juvenile Arrests in San Mateo County, by Racial/Ethnic Identity**



Source. State of California Department of Justice. (2024). *Open Justice Data Portal*. Retrieved from <https://openjustice.doj.ca.gov/exploration/crime-statistics/arrests>

Rates of juvenile arrest by race/ethnicity provide another perspective on this data. Status offenses, or non-criminal acts, averaged about 11 per 10,000 youths (Exhibit 21). However, for Black youths, the annual average was 52 per 10,000 youths, about five times as many. Research shows that status offenses are often attributed to structural racism and unequal access to resources.<sup>14</sup>

**Exhibit 21. Annual Average of Arrests for Status Offenses per 10,000 Youths Under 18 in San Mateo County, 2018-2022**



Source: RACE COUNTS, racecounts.org, sourced from Open Justice Data, California Department of Justice (2010-22), American Community Survey 5-Year Estimates Table B01001 (2018-22) The data label *Hispanic/Latino* appears as *Latinx* on the RACE COUNTS website.

### Geography

Respondents in the key informant interviews, focus groups, and the online survey, as well as secondary data, collectively identified geographic areas with the highest risk of involvement with the juvenile justice system in San Mateo County. Respondents identified six geographic areas: Redwood City, East Palo Alto, City of San Mateo, South San Francisco, Daly City, and Half Moon Bay/Pacifica.

In FY 2023-24, there were 1,385 unique youths served by JPCF, JJCPA, YOBG, and JIRBG-funded programs. Of those, 858 unique youths were served by JPCF, 205 by JJCPA, 194 by YOBG, and 23 by JIRBG. Of the 1,091 youths with geographic information served by JPCF and JJCPA-funded programs, 39% lived in the northern part of the County, 35% in the south, 21% in the middle, and 5% on the coast (Exhibit 22).

---

<sup>14</sup> BSCC California, Juvenile Justice Priorities, [https://www.bscc.ca.gov/s\\_sacjdpjuvenilejusticepriorities/#:~:text=Disproportionate%20Minority%20Contact%20and%20Status,the%20juvenile%20justice%20system%20%E2%80%93%20PDF](https://www.bscc.ca.gov/s_sacjdpjuvenilejusticepriorities/#:~:text=Disproportionate%20Minority%20Contact%20and%20Status,the%20juvenile%20justice%20system%20%E2%80%93%20PDF)

**Exhibit 22. Geographic Distribution of Youths Served by JPCF & JJCPA-Funded Programs in FY 2023-24**

Youths by Region	Number	Percentage
North	427	39.1%
Coast	53	4.9%
Mid	225	20.6%
South	386	35.4%
<b>Total</b>	<b>1,091</b>	<b>100%</b>

Exhibit 23 visually maps the closest cities within San Mateo County where youths receiving JJCPA and JPCF services in FY 2023-24 resided.

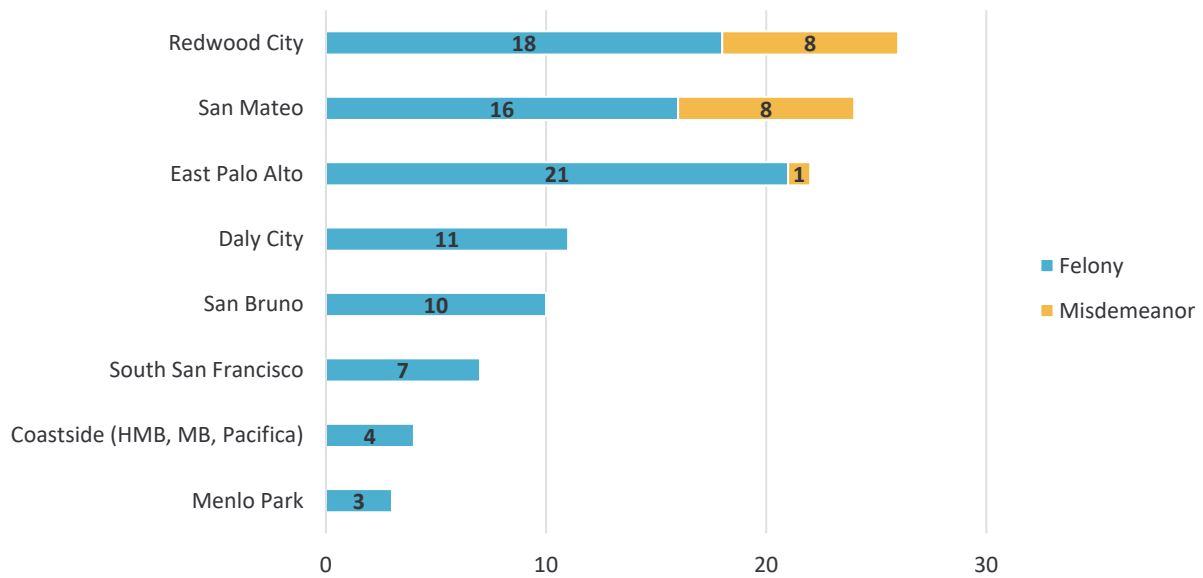
**Exhibit 23. Locations of Youth Served by JPCF & JJCPA by City in FY 2023-24**



Note: Exhibit does not include the 41 youths living out of the County and 36 with missing city/ZIP Code data. This map replicates the map presented in the San Mateo County Probation Annual JJCAP/JPCF Report for FY 2023-24.

In FY 2023-24, a total of 113 youths were newly booked into the YSC-Juvenile Hall (i.e., not including 61 youths charged with probation violations). As shown in Exhibit 24, youths resided primarily in three cities in the County, accounting for 66 of 96 (69%) of bookings for felonies and 17 of 17 total (100%) bookings for misdemeanors during the fiscal year.

**Exhibit 24. New Bookings, by City in San Mateo County, FY 2023-24**



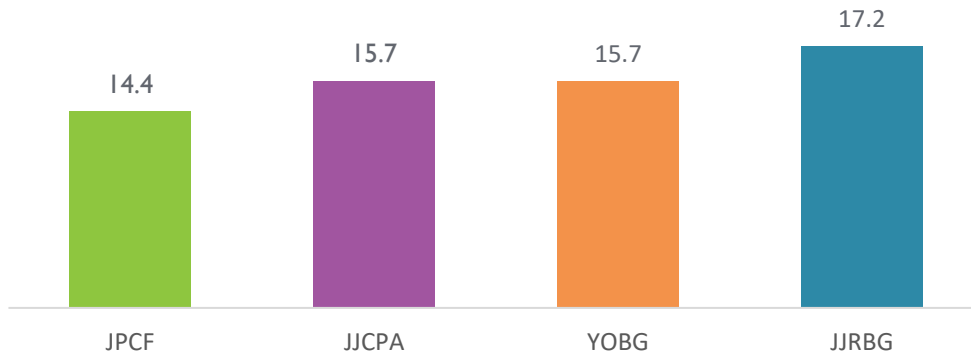
Source: San Mateo Probation Department.

## DEMOGRAPHICS OF YOUTH SERVED BY PROBATION IN FY 2023-24

### Age and Gender

For FY 2023-24, the average age of youths served by JPCF, JJCPA, YOYG, and JJRBG ranged from 14-17, with younger youths in JPCF and older youths in JJRBG-funded programs, as shown in Exhibit 25.

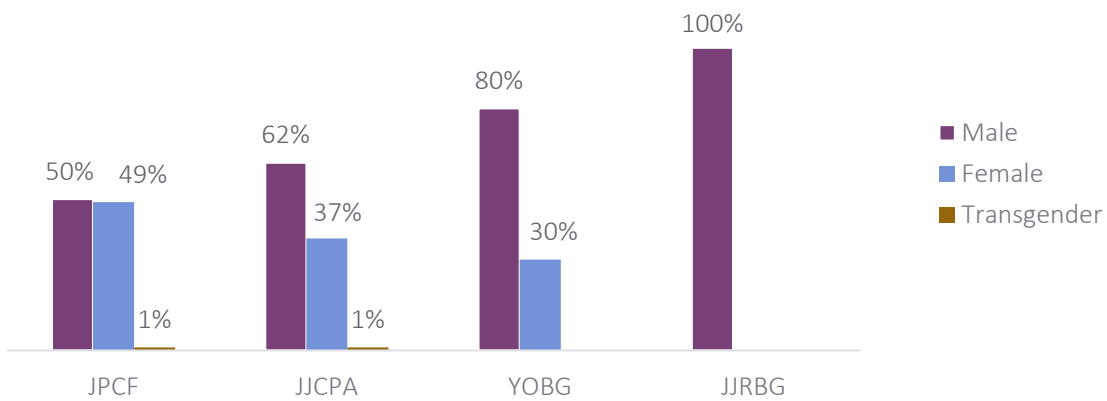
**Exhibit 25. Age of Youths Served in San Mateo County by Funding Stream, FY 2023-24**



Note: JPCF N=831; JJCPA N=213; YOBG N=194; JIRBG N=23.

The majority of youths served in programs funded by JJCPA and YOBG were male, while youths participating in JPCF were split almost evenly between male and female. All youths participating in JIRBG-funded programs were male (see Exhibit 26).

**Exhibit 26. Gender of Youths Served in San Mateo County by Funding Stream, FY 2023-24**

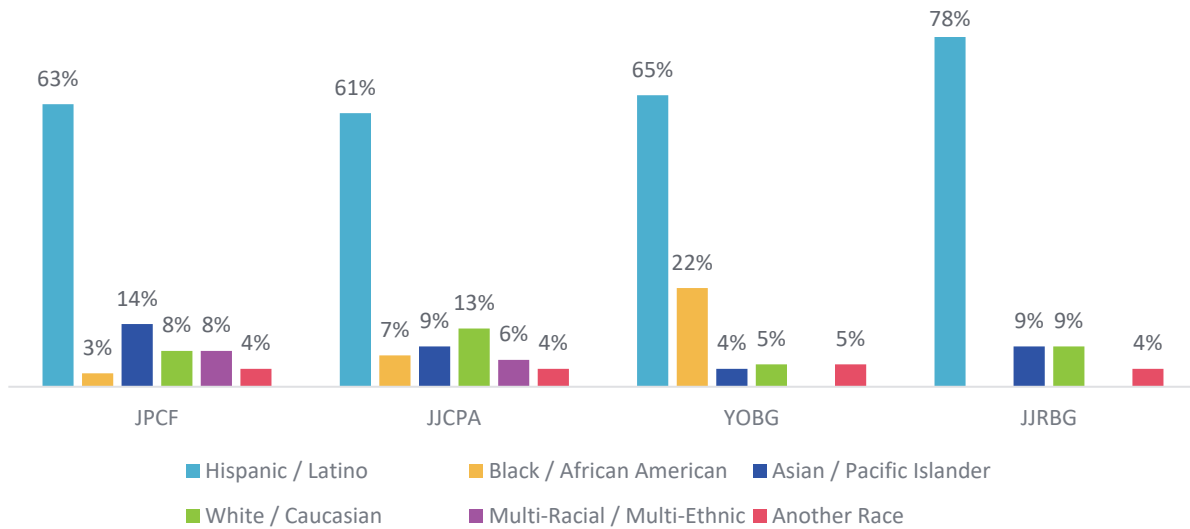


Note: JPCF N=831; JJCPA N=213; YOBG N=194; JIRBG N=23.

### Race/Ethnicity

In FY 2023-24, at least 61% of youths identified as Hispanic/Latino for JJCPA, JPCF, YOBG, and JIRBG (see Exhibit 27).

**Exhibit 27. Race/Ethnicity Profile of Youths Served in San Mateo County, by Funding Stream, FY 2023-24**



Note: JPCF N=714; JJCPA N=195; YOBG N=194; JIRBG N=23.

# The Local Action Plan for Youth

## DESIRED OUTCOMES AND PRIORITIZED NEEDS

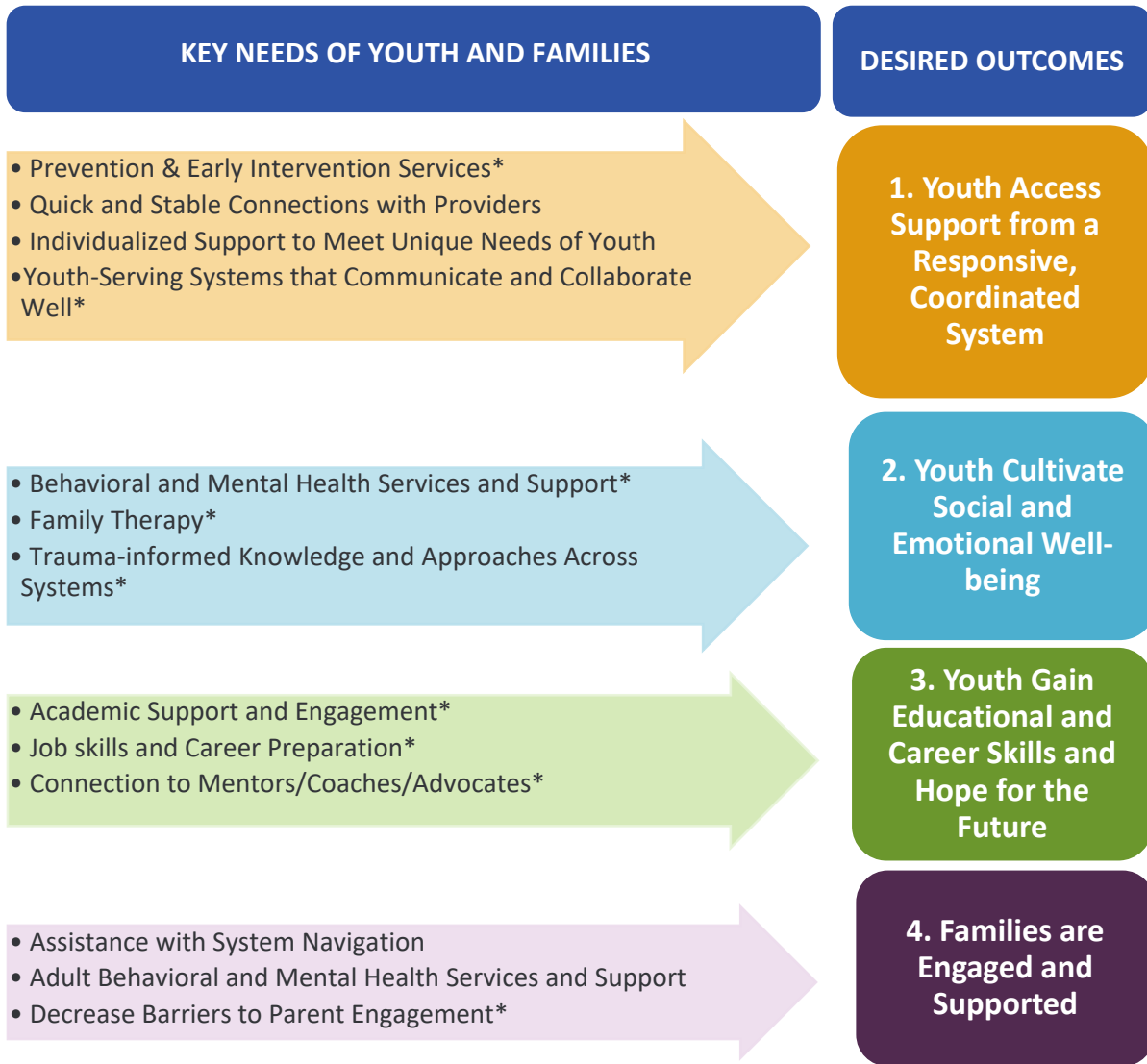
The synthesis of primary and secondary data collected for the Local Action Plan led to the identification of four outcomes aimed at improving services for under-resourced youth and their families in the County. These outcomes were based on both qualitative and quantitative data, reflecting the perspectives of youth, families, providers, and system leaders on what is needed to help youth avoid initial or further contact with the juvenile justice system. Please refer to Exhibit 8 for a summary of the data collection efforts reported in this section of the report.

The four outcomes of focus for the 2025-20230 Local Action Plan for Youth include:

- **Youth access support from a responsive, coordinated system.**
- **Youth cultivate social and emotional well-being.**
- **Youth gain educational and career skills and hope for the future.**
- **Families are engaged and supported.**

For each desired outcome, a set of three to four needs prioritized in the data are summarized in Exhibit 28. The four outcome summary profiles that follow highlight feedback from the combined data sources for each need, as well as provide a selection of key assets, programs, and strategies mentioned during data collection or gathered through additional research. It is important to note that the key assets, programs, and strategies are not comprehensive and are intended to provide resources and/or ideas for potential approaches. Also, because this plan was developed through a youth-centered lens, improvement efforts will require partnership across youth-serving systems to collaborate, hold a shared vision, and exhibit a shared commitment to change service delivery systems, policies, and procedures that do not meet the standard of care that the County desires to support the well-being and potential of its youth.

**Exhibit 28. San Mateo County Youth Local Action Plan 2025-2030, Key Needs and Desired Outcomes**



Note: \*included in prior LAP.

# Outcome 1 – Youth Access Support from a Responsive, Coordinated System

## SUMMARY OF FINDINGS

- Nearly one out of every four survey respondents (23%) ranked **access to appropriate services and supports** as their first priority for the County to focus on, with 43% of survey respondents ranking it among their top three priorities, and over half (52%) of respondents included this among their top five priorities. This was also a topic highlighted by most of the system leaders, providers, youths, and families interviewed.
- Priorities within this category included strong upstream prevention and early intervention to prevent justice involvement, utilizing individualized, flexible approaches with youth to address needs and challenges, and the capacity of the youth-serving system to quickly connect youth to services and effectively transition youth as needed within and between systems of care.
- Key opportunities included:
- Engage cross-sector prevention and early intervention (PEI) programs to identify and address risk at onset.
  - Increase the availability of informal spaces for youth where there are service gaps.
  - Ensure access to reentry services for all youth who transition out of the YSC-JH.
  - Evaluate options to increase the availability of wraparound services.
  - Identify system partners or CBOs who can support youth residential placements in least restrictive environments.
  - Reduce the enrollment period when justice-involved youth transfer schools.
  - Provide a preferred practices guide for CBOs who work at the YSC-JH.

**52%**

of surveyed providers chose access to services for youth as one of the top five priorities for the County.

**34%**

of surveyed providers chose alignment and coordination of systems of care for youth as one of the top five priorities for the County.

## NEEDS OF YOUTH AND FAMILIES

### A. Stronger upstream prevention and early intervention systems and services.

When it comes to preventing youth from entering the juvenile justice system, 27% of providers ranked **prevention and early intervention** programs and services, such as those found in schools and the community, as one of their top three most important services to focus on, with 59% of respondents ranking it in their top 10. Bolstering support will help youth who need support to not “slip through the cracks” in the safety net for issues that become serious problems. Families whose youth are incarcerated articulated a continued need and opportunity for the County to continue investing in prevention systems, despite recent policy shifts away from juvenile incarceration and toward diversion and prevention. They note that more must be done by the County through supporting prevention services, diverting funding away from jail and detention facilities to rehabilitate and support prevention, instead of imposing punitive measures on youth, which have deep, resounding impacts on families who are working hard to survive and sustain their families in the County. Others who were interviewed echoed what family members shared, that supporting families, particularly those who are marginalized and financially struggling, can curtail downstream involvement with the justice system. Finally, prevention-affiliated youth wanted more programs and activities to spend their time, such as the Police Activities League (PAL) that engage them in positive ways.

Additionally, improving the system of **early identification of youth** who are struggling ranked highly, with 41% of providers considering it among the top three system improvements to focus on. Among those who were interviewed, comments related to early identification centered on the educational system and community diversion strategies to prevent entry into the justice system. Early identification of issues, and connection to services to address them within school settings, particularly before or in place of suspension, could curtail later entry to the juvenile justice system. When family dysfunction, trauma and mental health issues, and learning challenges of youth can be identified early within school settings, needs can be addressed through timely referral and connection to support systems that can understand and effectively address underlying issues.

Of those completing the provider survey, 30% ranked **constructive/prosocial opportunities** for youth as one of their top five priorities for the County. In addition, 50% of providers completing the survey identified **structured after-school activities/centers** (e.g., safe places with programs designed to teach a variety of skills/hobbies, places for youth to spend free time involved in constructive activities such as sports, arts, tutoring, community service) as an important service to consider to help youth avoid entering or reentering the justice system. System leaders and providers called attention to the relative lack of options for youth to “hang out” in a relaxed space, play sports, do homework, or receive tutoring or mentoring, such as the Boys and Girls Club of the Peninsula (BGCP). As one provider stated, “nothing to do leads to getting into trouble”.

Others who were interviewed expressed a need for youth who have come to the attention of law enforcement for minor violations to have **community-based alternatives** rather than be referred directly

to probation. This form of mediation can give youth the chance to work through what brought them to the encounter with police, and ideally never encounter juvenile probation.

### **B. Youth need quick and stable connections to providers, particularly at reentry for justice-involved youth.**

Nearly one-half (45%) of survey respondents prioritized **keeping youth connected to existing services** (continuity of care) as one of the top three system improvements. This was backed by those interviewed who spoke about challenges with youth quickly accessing services prior to and after release from custody. Families mentioned youth not being able to access pre-adjudication services; rather, supportive services became available only after the youth was charged with an offense (please see further discussion of this topic in Outcome 2).

Both families and providers named youths' **transition (reentry) back to their homes and communities** after their time at the YSC-JH as challenging. Interviewed providers emphasized the need for more robust transitional supports to ease youth back into school and community settings, including warm hand-offs to services and connection to providers whenever possible. Informants articulated that most of the support structure provided at the YSC-JH is disrupted, including their connection to school and most of the CBO providers. FLY's reentry program (Stay FLY) was identified as one of the few programs that was able to maintain consistent contact with youth to provide transitional support after youth exit the YSC, along with probation's PREP reentry program. However, feedback from families and those interviewed suggests that not all youth have access to reentry services. In addition, providers who do not offer reentry support found it hard to keep in touch with the youth, relying on probation officers to pass on contact information for the youth to reach out, placing the onus on youth to obtain and retain contact information as they experience the turbulence of transitioning back to their family and community.

### **C. Youth have unique needs that benefit from individualized and flexible approaches.**

Juvenile justice trends of decreasing juvenile arrests over the last five years, along with the closure of the camps and the more recent shift regarding youth on the Secure Youth Treatment Facilities (SYTF) track served in the County, have **reduced and diversified the population of youth at the YSC-JH**. Some significant changes include an increase in youth from the SYTF program who tend to be older, including transitional age youths (TAY), serving years-long commitments at the YSC-JH facility, and having been charged with violent or other serious crimes. Other youth at the YSC tend to be younger, charged with a felony but of lower severity/risk than youth in SYTF, and held for shorter time periods (e.g., a few days up to a year) at the YSC-JH. Last, youth who are not candidates for diversion or the Electronic Monitoring Program (EMP) and are at the YSC-JH facility tend to have significant unmet educational and/or behavioral or mental health needs. Secondary data and system leaders confirm how the smaller but more diverse population of youth at the YSC-JH facility impacts everything from staffing to contracted services, requiring a restructuring of how services are provided at the YSC-JH. Due to the varied ages, length of stay, and staffing constraints, support for individual needs can be more challenging to provide.

Youth advocates support a whole child perspective to address a youth’s needs, utilizing **an individualized approach** such that a youth at the YSC-JH or on probation will have services that meet their exact needs. This includes support for special needs/disabilities and for young people who need higher therapeutic levels of care. Considering the higher needs of the current population of youth who are justice-involved, several providers mentioned the unfortunate loss of wraparound services that supported youth, including about a quarter (23%) of survey respondents elevating wraparound services as one of the top three program/service needs for youth.

The need for flexibility extends to providing the **least restrictive environments (LRE)** for youth as alternatives to incarceration based on each youth’s unique circumstances. Providing the least restrictive environment was ranked by 16% of survey respondents as among the top three services/supports needed, suggesting a high value placed on these environments by a subset of providers. Providing LRE, such as participation in the Electronic Monitoring Program (EMP) that permits youth to stay in their homes, is an example of a current and highly utilized LRE option. However, when there isn’t a suitable home environment for a youth, youth advocates and providers indicated that, with no other viable housing alternative, youth end up in more restrictive environments such as the YSC-JH. This is also the case for youth who are in crisis who need residential placement or transitional housing after release from the YSC-JH. It was mentioned that in the past, a small number of beds were contracted for young people needing a temporary safe place to stay in the County. However, no options were reported as available for this purpose except through BHRS for youth experiencing severe mental health challenges.

#### **D. Youth-serving systems need to communicate and collaborate to effectively meet the needs of youth and their families.**

Youth-serving **system communication and collaboration** was ranked among the top three system improvements by nearly half (48%) of survey respondents, recognizing this topic as a primary focus for improving system functioning. Youth who touch the juvenile justice system cross multiple systems, including law enforcement, behavioral health, education, and human services, requiring a high level of coordination and collaboration. Some feedback spoke of the challenge of distinct systems trying to work together without “understanding each other’s languages” and that opportunities to bridge these gaps in understanding would be beneficial toward further breaking down silos and working collectively in the County. Although a broad topic, a few areas of misalignment articulated by individuals contributing to this effort will be described below.

“We need more communication and opportunities to come together to talk about larger issues impeding student success including new laws or regulations.”

One area identified for improvement was the complex coordination needed for youth who transition in and out of the YSC-JH to ensure **continuity of educational support**. Although schools, districts, and staff work to make transitions as smooth as possible, delays were reported in getting youth enrolled in a new school or reenrolled in their prior school after release. Several contributors remarked that transferring back to the youth’s prior school or a new school took weeks at times, which created idle time rather than quickly refocusing youth to immediately integrate rehabilitative activities and practices in new settings.

Other feedback related to alignment with educational supports focused on ensuring the efficient transfer of postsecondary credit earned by youth while at the YSC-JH, as this process currently faces challenges.

Another area identified for improvement is **coordination between the YSC-JH staff and CBOs** that provide programming. It was acknowledged that CBOs are not always clear on the policies that drive engagement with youth at the YSC-JH. Services delivered at the YSC-JH are critical to support the rehabilitation of youth, and CBOs must be prudent in their use of limited staffing and other resources. Setting clearer guidelines and expectations for communicating changing conditions can help CBOs to use their time more efficiently, such as not driving to the YSC-JH when their program is cancelled or shifted. Other related challenges expressed by CBOs were the need to adjust programming on the spot, including when youth were placed in groups that did not match CBO staffing or engagement plans. As noted, staffing for a smaller, more diverse population of youth at the YSC-JH is challenging for both staff and CBOs, so actions to make coordination between CBO and YSC-JH staff more fluid will benefit all parties.

## ASSETS, STRATEGIES, AND RECOMMENDATIONS

### Example Assets

- The County has strong system partners to leverage assets and find solutions to fill service gaps.
- Probation was lauded for its “willingness to partner” on solutions with CBOs.
- Youth access to many valued programs in the County including: FLY (field trips, reentry program), Live in Peace (boxing, outings), StarVista Insights (AOD, Family therapy), CASA, NOVA Works for career support, Boys and Girls Club of the Peninsula (BGCP) in Redwood City (prosocial activities, sports, tutoring), Hillcrest school and Project Change for educational support, community service opportunities for diverted youth, cooking program, and other hands-on activities at the YSC (gardening, chickens/animal care, knitting, etc.).
- Students at the YSC-JH who are dual enrolled in high school and community college get free tuition and after release from the YSC-JH, students can receive vouchers and other resources to help with success through the Project Change Free College Initiative.

### Strategies and Recommendations

- Consider ways to support and partner more deeply with organizations that can expand access to prosocial, supportive, and engaging prevention/early intervention programs that may include tutoring, mentorship, and physical activities for youth in informal spaces such as PAL, BGCP, Live in Peace, and Friends for Youth.
- Strengthen school programs offered by BHRS, HSA, and CBOs to provide family support, mental health, and wraparound services to high-need youth and families before contact with law enforcement or probation.
- Bolster school-based restorative justice practices such as School Attendance Review Board (SARB) and alternatives to school detention or expulsion to provide early intervention support to families and youth in elementary, middle, and high school.

- Continue and expand diversion paired with quality supports to reduce recidivism. According to the Annie E. Casey Foundation and peer-reviewed research, diversion is more effective in reducing recidivism than conventional judicial interventions. When youth assessed as low risk are diverted, they are 45% less likely to re-offend than comparable youth facing formal processing. Per the Office of Juvenile Justice and Delinquency Prevention (OJJDP), supports such as counseling, skill building, and restorative justice reduced re-offending by 10%. The OJJDP practice profile on **police-initiated diversion for youth** explains that this practice, rated as “effective” based on research literature, includes pre-court interventions or strategies that police can apply as an alternative to court processing or the imposition of formal charges against low-risk youth.<sup>15</sup> This approach is designed to reduce reoffending by minimizing youth contact with the criminal justice system and diverting youth toward services that address their psychosocial development and other needs that contribute to their at-risk behavior. This practice is rated “effective” by OJJDP for reducing future delinquent behavior.
- Identify options for temporary residential placements of youth, perhaps through system partners such as HSA-operated short-term residential treatment programs (STRTP).
- Consider funding “**one-stop-shop**” **service hubs** such as day reporting centers (DRC). DRCs are non-resident programs that offer supervised programs for individuals on probation. They aim to help youth transition into reentry and offer services such as parenting programs, employment workshops, counseling, cognitive behavioral therapy interventions, and housing services. DRCs are used with adults locally in the counties of Alameda, Contra Costa, Santa Clara, Sonoma, and San Francisco.<sup>16,17,18</sup> San Bernadino County has a Youth Day Reporting Center with services for

---

<sup>15</sup> <https://crimesolutions.ojp.gov/ratedpractices/police-initiated-diversion-youth-prevent-future-delinquent-behavior>

<sup>16</sup> California Department of Corrections and Rehabilitation. (2025, February 11). *Day reporting centers (DRC)*. Division of Rehabilitative Programs (DRP). <https://www.cdcr.ca.gov/rehabilitation/drc/>

<sup>17</sup> County of Sonoma, Probation Department Adult Division, Day Reporting Center [https://sonomacounty.ca.gov/justice-services/probation/adult-division/day-reporting-center#:~:text=The%20Day%20Reporting%20Center%20\(DRC,the%20scheduling%20needs%20of%20participants.](https://sonomacounty.ca.gov/justice-services/probation/adult-division/day-reporting-center#:~:text=The%20Day%20Reporting%20Center%20(DRC,the%20scheduling%20needs%20of%20participants.)

<sup>18</sup> Sf.gov, Community Assessment and Services Center <https://www.sf.gov/community-assessment-and-services-center>

youth and their families.<sup>19</sup> While most of the evaluation research on DRCs have shown mixed results, the research has focused on adult centers. One evaluation examining day treatment programs for youth found that participating youth were “significantly less likely than control youth to be rearrested, rearrested for a felony, adjudicated or convicted for an offense, or sentenced to prison within one year of release compared with youth who completed residential programming.”<sup>20</sup>

- Strengthen the bridge for youth transitioning from the YSC to the community. Research suggests that **Juvenile Reentry Programs**, meaning reintegrative programs and services designed to prepare juveniles with out-of-home placements for reentry into the community, are effective. In other words, supportive reentry services reduce the recidivism rate of juveniles released from out-of-home placements.<sup>21</sup> All youth should have access to this support and ideally with providers who have developed relationships with these youth (mentors, case managers, therapists, etc.) to meet their changing needs.
- Assess ways to ease the school reenrollment process for youth, such as pre-enrolling youth or holding enrollment open to make the return to school a more fluid and quick process. An evaluation of the school transfer process and identifying a specific county office of education liaison to eliminate gaps may help fast-track the process.
- Provide timely notice to providers at the YSC-JH in advance about youth who are exiting/terminating to help with creating discharge plans and ensuring that youth, as well as caregivers, understand and can access the supports needed as youth exit the justice system.
- For ease of collaboration and cooperation, a training course with CBOs and perhaps a tip sheet created for CBOs to be clear on the rules, as well as YSC-JH staff to be able to more consistently apply the same rules/standards. This would also be helpful for families to know what is allowed and that it is consistently applied.

---

<sup>19</sup> San Bernadino County Probation, Youth Day Reporting Centers (DRCs), <https://probation.sbcounty.gov/locations/youth-day-reporting-centers-drcs/#:~:text=Specialized%20services%20for%20youthful%20offenders,%2C%20educate%2C%20and%20empower%20themselves.>

<sup>20</sup> U.S. Department of Justice. Office of Justice Program. (2011). *Model Programs Guide Literature Review: Day Treatment*. NCJRS Virtual Library. <https://www.ojp.gov/ncjrs/virtual-library/abstracts/model-programs-guide-literature-review-day-treatment>

<sup>21</sup> <https://crimesolutions.ojp.gov/ratedpractices/juvenile-reentry-programs>

- Also, for better coordination of services, consider a secure listserv or other communication channel for YSC-JH staff on the day of (even while CBOs are en route) to alert CBOs to changes to routine or youth's availability or the need to cancel services.

# Outcome 2 — Youth Cultivate Social and Emotional Well-Being

## SUMMARY OF FINDINGS

- Nearly one-quarter (23%) of survey respondents ranked **youth behavioral and mental health** as their first priority for the County to address, with half (52%) ranking it in their top three, and seven in 10 respondents (68%) ranking this among their top five priorities. Thus, across multiple sectors and systems, youth behavioral and mental health support is the top priority.
- Overall findings show that youth’s behavioral and mental health needs including residential substance use treatment are not being met, caregivers/parents need access to family therapy to better support themselves and their youth, and youth-serving providers need to be further equipped with trauma-informed tools, knowledge, and resources to better serve youth.
- Key opportunities included:
  - Schedule regular family nights well in advance for all youths to support well-being and family engagement.
  - Partner to launch residential substance use treatment for youth.
  - Reduce barriers to access mental and behavioral support for all youth.
  - Provide access to supportive services like family therapy to youth and families during pre-adjudication as well as reentry.
  - Set a goal to bring all providers in youth-serving systems up to speed on the impact of trauma, and how to effectively integrate trauma-informed care into service delivery.

**68%**

of surveyed providers chose behavioral and mental health of youth as one of the top five priorities for the County.

## NEEDS OF YOUTH AND FAMILIES

### A. Youth experience a range in severity of behavioral and mental health needs and require services to support well-being.

Findings from the online survey and participants from focus groups and key informant interviews consistently ranked **behavioral and mental health services** and support as a top need for underserved and justice-impacted youths. Over half (52%) of survey respondents ranked behavioral and mental health needs as a top three need, with almost one in every four (23%) ranking these supports as the top need. Further, almost half (48%) of respondents ranked mental health/behavioral therapy as the

service/support that would yield the largest impact on reducing recidivism and entry to the justice system. Input from interviews and listening sessions helped elucidate some of the large unmet mental and behavioral health needs of youth.

Those providing input leveled clear linkages between unmet mental and behavioral health needs and entanglement with the juvenile justice system. As described in interviews, youth, both underserved and justice-impacted, appear to have more significant emotional disturbances in recent years, and providers noted the difficulty these present when youth act out and are in conflict with the law. Education providers spoke about significant and increasing behavioral and mental health needs observed in their interactions with underserved and justice-impacted youth, and system leaders and providers called for more resources and supports for youth to manage their stress and mental well-being. The connection between the state of youth's behavioral and mental health needs and the pressing urgency to address them to avoid further entanglement with the law was clearly articulated.

Qualitative feedback from youths, families, and community providers conveyed a perception that some policies, or the ways that they are enacted, at the YSC-JH are not fully aligned with restorative and rehabilitative practices. Many youths and their families indicated that they highly value opportunities like **family nights**, which they see as important opportunities for fostering connection and therapeutic engagement. Youths also identified these events as meaningful in supporting their connection to family and community as part of their rehabilitation process. Families shared that the events occur on an irregular basis, and thus, some family members are unable to attend despite a strong desire to attend. Also, family nights are generally available to all Secure Youth Treatment Facility (SYTF) youth; however, according to Probation family nights may be rescheduled or suspended on a case-by-case basis for safety and security reasons. Families and youths who had experienced suspensions expressed concern that their families' exclusion from these opportunities created a loss of connection which can be counterproductive to rehabilitative goals. Additionally, some observers perceived that youth who have not yet developed assets such as social-emotional learning, self-soothing, and coping strategies are more likely to struggle with behavior while in custody and more likely to be excluded from participating in family nights due to rule violations and other undesirable behavior. In addition, accumulated rule violations—particularly those involving endangering others—lead to more punitive responses, including criminal charges, which can further deepen youth involvement in the juvenile and adult justice systems.

After termination from probation services, youth are no longer entitled to services, which creates a barrier to access continued therapeutic support of their behavioral and mental health needs. Youth presenting with mental health needs that are not moderate-to-severe yet who may have related substance use issues face limited options to access therapy or substance use treatment in the County. Youth-serving providers also shared that changes making substance use treatment voluntary, fewer youth are "opting in" to outpatient treatment when it is offered, and system leaders and providers interviewed report that residential treatment options are simply not available to youth in the County.

### **B. Parents and caregivers need access to family therapy.**

Key informants, focus group participants, and findings from the provider survey identified **family therapy** as a need. Approximately one in every three (32%) respondents elevated family therapy as a top three service area to strengthen family functioning, promote parental/caregiver involvement, and support relationship building among children and caregivers. Key informants observed that for some families, cultural barriers may get in the way of accessing family therapy, which may impact the youth's rehabilitation. Immigrant families may already feel disconnected and isolated from the community, and youth and families may already be dealing with the damage and impact of intergenerational trauma. Combined with the stigma of accessing therapy or other mental health supports, families of underserved youth and justice-impacted youth, as providers and system leaders suggest, would benefit from culturally appropriate and culturally responsive family therapy that is accessible and free or low cost. Youth who enter the justice system, as providers and justice-impacted leaders in the community, noted that they can also bring their families into crisis. Youth beginning the pre-adjudication process are not entitled to any services, and the length of time before a formal decision is made by the court varies for each case. During this time before a judgment is made by the court, youth, caregivers, and families have already entered crisis before services can be availed. Providers suggest that requiring family therapy during a youth's incarceration would be an asset to help families address and improve family relationships, parent-child conflict, and their family therapy needs through the justice system.

### **C. Youth-serving system providers need access to tools and resources to consistently apply trauma-informed knowledge and approaches.**

Youth-serving providers called out the need for **trauma-informed approaches, tools, and resources**. They specified providers' timely knowledge, training, and upskilling to better provide trauma-informed care to youth across all systems. Providers working directly with incarcerated youth noted the opportunity for more capacity building training for probation and law enforcement that includes compassionate, trauma-informed, and healing-centered care. Many providers agreed that integrating trauma-informed care across all youth-serving systems and supports would be better achieved through collaborative partnerships and appropriate data sharing. These efforts, providers specified, begin with raising awareness of trauma and helping youth-serving systems adopt lens of a community-centered, whole child approach. For those in law enforcement, providers pointed to an opportunity area to shift to a restorative and humility practice in their interactions with youth.

## ASSETS, STRATEGIES, AND RECOMMENDATIONS

### **Example Assets**

- Partnerships with BHRS and StarVista to deliver supportive services to youth.
- Victim Impact Awareness programs administered by YMCASF and StarVista provide support to youth on probation. Feedback from justice-impacted families noted positive changes in youths' behavior after participation in the required programming.

- FLY, MBA, and Art of Yoga Project use of tools and curricula that utilize growth mindset approaches, meditation, and mindfulness for youth’s self-discovery, regulation, coping, and socioemotional learning have been noted as useful tools and skills to encourage youth’s growth and transformation.
- Families of justice-impacted youth and youth advocates spoke on the helpfulness of hands-on institution programming such as gardening, knitting and crafts, recreational time for large muscle activity, culinary/cooking programs, and therapeutic outdoor activities such as the formerly active chicken care program that made a positive impact on youth’s well-being.

### Strategies and Recommendations

- To support prevention and early intervention, the University of Chicago Consortium on Chicago School Research developed the **Foundations for Young Adult Success** developmental framework that identifies agency, integrated identity, and competencies as key factors to success. These are embedded within youth’s self-regulation, knowledge and skills, and mindsets from early childhood through young adulthood as key factors for success.<sup>22</sup> The framework suggests that adults and peers can support children’s developmental experiences by sustaining and supporting relationships between children and adults.
- Shawn Ginwright’s work acknowledges the importance and limitations of a trauma-informed lens and offers an alternative, a **healing-centered approach**.<sup>23</sup> “A healing centered approach is holistic involving culture, spirituality, civic action and collective healing.” It shifts the language and approach from “what happened to you” to “what’s right with you”.
- Create a consistent schedule for family nights at least six months in advance. Advanced notice will make it easier for families to schedule around those dates and potentially provide more opportunities for families to support the well-being of youth, reinforcing rehabilitative goals, and promote continued family engagement during detention. Also, consider revising the practice of repeatedly suspending family nights for troubled or disruptive youth.

---

<sup>22</sup> Nagaoka, J., Farrington, C., Ehrlich, S., Heath, R., Johnson, D., Dickson, S., Turner, A., Mayo, A., & Hayes, K. (n.d.). *Foundations for Young Adult Success A Developmental Framework Young Adult Success*. <https://consortium.uchicago.edu/sites/default/files/2018-10/Foundations%20for%20Young%20Adult-Jun2015-Consortium.pdf>

<sup>23</sup> Ginwright, S. (2020, December 9). *The future of healing: Shifting from trauma informed care to healing centered engagement*. Medium. <https://ginwright.medium.com/the-future-of-healing-shifting-from-trauma-informed-care-to-healing-centered-engagement-634f557ce69c>

- Although voluntary, families indicated that having options to begin helping their child and family address mental health and resource needs pre-adjudication (perhaps through BHRS or a contracted CBO) can be supportive and beneficial as they wait on the determination of their child’s legal case and can provide continuity of services if the charge is sustained. Family counseling or mediation/remediation can help begin the process of addressing needs that are connected to the youth’s current legal issues.
- Family-based Treatment for Adolescent Delinquency and Problem Behaviors, Multi-Systemic Therapy (MST), Functional Family Therapy (FFT), and Multidimensional Family Therapy (MDFT) are evidence- and family-based interventions that aim to address the needs of the entire family system, rather than just the child, to promote positive behavioral changes.<sup>24,25,26,27</sup>
- SAMHSA’s GAINS Center for Behavioral Health and Justice Transformation hosts a trauma informed response training for criminal justice professionals.<sup>28</sup>

---

<sup>24</sup> *Practice profile: Family-based treatment for adolescent delinquency and problem behaviors.* Crime Solutions, National Institute of Justice. (n.d.). <https://crimesolutions.ojp.gov/ratedpractices/family-based-treatment-adolescent-delinquency-and-problem-behaviors>

<sup>25</sup> [MST Services | Multisystemic Therapy for At-risk Youth](https://www.mstservices.com/mst-juvenile-delinquency-prevention-program); <https://www.mstservices.com/mst-juvenile-delinquency-prevention-program>

<sup>26</sup> [FFT | Evidence-Based Interventions and Family Counseling](https://www.fftllc.com/); <https://www.fftllc.com/>

<sup>27</sup> [MDFT](https://www.mdft.org/); <https://www.mdft.org/>

<sup>28</sup><https://www.samhsa.gov/technical-assistance/gains-center/trauma-training>

# Outcome 3 – Youth Gain Educational and Career Skills and Hope for the Future

## SUMMARY OF FINDINGS

- Over one-third (36%) of survey respondents ranked job skills, career prep, and life skills, and 36% also ranked school engagement and performance among their top five priorities for the County to address. In addition, two of every five (39%) survey respondents ranked positive social connections with peers and adults among their top five priorities.
- Overall findings show that youth have a variety of needs related to education, career, and mentors that can help them work toward a hopeful future. Academic support is needed to tutor youth and facilitate plans for obtaining their diploma or post-secondary goals, as well as career development support to provide exposure to different career options they might pursue. Finally, mentors can provide the “secret sauce” to help engage, inspire, and motivate youth to achieve their goals and increase self-agency, confidence, skills, and hope.
- Key opportunities included:
  - Youth are fully supported to pursue their secondary and post-secondary educational goals.
  - Youth connect with a career counselor to prepare for a job or career.
  - Youth access hands-on learning and interactive trainings to explore potential career pathways.
  - Connect all system-impacted youth with consistent and relatable mentors.

**36%**

of surveyed providers chose educational and career support as one of the top five priorities for the County.

**36%**

of surveyed providers chose school engagement and performance as one of the top five priorities for the County.

**39%**

of surveyed providers chose positive social connections with peers and other adults as one of the top five priorities.

## NEEDS OF YOUTH AND FAMILIES

### A. Youth need academic supports and engagement to encourage and strengthen educational pathways.

Interview feedback from providers who serve youth who are currently incarcerated spoke about youths' educational aspirations and youths' drive to **advance educational pathways** while incarcerated. Youth committed to secure track includes college students, thus, continuing education has increased in importance, along with helping youth to boost school performance. This includes earning class credits to graduate high school and to begin their post-secondary journeys. Needs for support and guidance to transition to post-secondary education, such as applying for FAFSA and registering for classes, were also mentioned.

Many incarcerated youths have experienced interruptions in their education or faced multiple harms of school discipline and punishment that impact how youth show up in the classroom. Some providers observed and recognized the trauma that youth have faced in different school settings and have approached guidance and counseling with the aim to better ground youth in new, unfamiliar settings in the locked facility and through a whole-child perspective. Caring, consistent, and intentional school providers try to get to the core of a youth's love for learning and work to get youth back on track academically, such as working on credit recovery and course scheduling.

Providers spoke on the overall academic support needs of underserved youth for help with schoolwork and additional academic enrichment to learn how to be successful in school: Youths participating in diversion and prevention programs expressed their desire for access to free courses and test and college preparation. Some spoke of the value of meeting frequently with school guidance counselors to help with navigating high school completion, and through community colleges and universities. Underserved youth who are interested in accessing academic supports desire to have tutors who are based in the community.

Many systems and community providers spoke on the specific needs of justice-impacted and underserved youth who have an Individualized Education Program (IEP), learning difficulties, or who are just trying to catch up on school credits to graduate and need additional academic support. As noted by providers, some youth with special needs arrive at the YSC-JH without having had an educational assessment administered before. Providers also noted that for youth who have been assessed, knowledge of the youth's IEP status or special education enrollment would help providers better prepare educational supports. Dual status youth, those who are involved in the foster system and on probation, were also noted to have specific academic support needs despite already accessing support from social workers, probation officers, and other system providers.

Some youth at the YSC-JH are pursuing their two-year associate's degrees to potentially transition to four-year institutions. Interviewed youths who are incarcerated college students valued the guidance and support of school counselors at the YSC who help prepare them for their higher education journeys. They noted that counselors and school staff encouraged them and provided support and resources to help get to the next steps in achieving their educational goals. While youth access the courses and resources that are available to them, incarcerated youth face limitations such as policies on devices and use of

technology that present some barriers to completing their coursework. Youth in the hall also need support, such as tutoring, as well as being able to access additional study time. This is difficult due to mandatory programming, such as required recreational time. Incarcerated youths noted that they are not currently able to access the educational coursework that they need, despite a strong desire to pursue all the courses they can to be able to move toward completing their college degrees.

### **B. Youth need access to job skills and experiential opportunities for career preparation.**

Findings from the provider survey show that 36% of surveyed respondents selected job skills and career preparation among the top five needs for youth, with roughly one in every three (27%) who ranked job skills and career preparation as a top need. Interview feedback regarding career exploration, acquiring job skills, and career preparation showed that youth, whether system-involved or underserved in the community, all desire to connect with opportunities to expand their job skills. Additionally, some incarcerated youth spoke of their sense of responsibility to become successful in securing jobs, whether through personal entrepreneurship, trades, or additional educational advancement, after termination from the hall with the objective of supporting and taking care of their families and siblings.

Youths in prevention and diversion programs articulated a multitude of career paths such as software engineering, firefighting, nursing, barbering, cosmetology, salon/beauty, roofing and construction, and further advanced study. In pursuit of these career fields, youths in diversion programs expressed a desire for hands-on internships, field trips to explore these fields, access to mentors, and other opportunities to support self-growth and discovery in their fields of interest. Youths participating in prevention-based services noted that if they could access additional coursework while in school, they would be open to taking woodworking, carpentry, and specialized classes to learn about real estate, business, and entrepreneurship. Prevention-affiliated youths want what other youth want – support and experiential career preparation to get them to the next step of having secure jobs.

Similarly, youths at the YSC-JH expressed a desire to connect with mentors in their career fields of interest and also specified entrepreneurship and financial literacy as key areas that they would want to expand knowledge of or gain skills in. Incarcerated youths also desired more programs and training to support careers preparation when released as well as life skills to help advance career aspirations and build motivation to work toward future goals. Similar to the career fields that prevention-affiliated youths identified, youths currently incarcerated noted diverse career fields such as launching one's own brand, computer science and engineering, advanced study in mathematics, entrepreneurship, firefighting, construction, electrician, culinary and food service, underwater welding, physical therapy, personal training, technology-related, and cybersecurity. Youths in the halls, as noted by providers, want to grow, and they want more opportunities. Providers also noted the need for youth in reentry to have access to paid training opportunities and to connect youth with union jobs and apprenticeships while youth are at the YSC-JH.

### **C. Youth desire connection to mentors, coaches, and advocates.**

Across the provider survey, listening sessions, and key informant interviews, mentorship emerged as a top need for underserved youth, for youth currently justice-impacted, and for youth back in the

community after incarceration. Roughly three of every five providers surveyed (57%) nominated **access to mentors/coaches/advocates** as a key area of need, with over one in four survey respondents (27%) ranking mentorship within the top three services that could have the greatest impact in the County. There are also many formal and informal mentorship models to meet the needs of youth, from afterschool programs such as BGCP, school-based programs such as Friends for Youth, multifaceted intensive programs such as Live in Peace in East Palo Alto, Court Appointed Special Advocates (CASA for system-involved youth), and currently offer funded programs for justice-involved youth in and out of the YSC-JH by FLY, Success Centers, and Art of Yoga’s Mindful Mentors Program are a few examples.

There are many benefits associated with quality mentorship programs for youth across the spectrum of system involvement. The feedback received across multiple informants is that mentorship can be incredibly impactful, and the County has many good mentorship programs, yet not all youth have mentorship programs available to them, particularly those living on the coast (Pescadero in particular). Specifically, providers identified a need for more robust mentoring programs led by peers, culturally appropriate role models, and male mentors to form supportive relationships with the highest need youth. Several providers and system leaders stated that youth tend to trust mentors who they feel have been in their shoes, calling out “credible messengers” and positive peer relationships where mentors are positive role models and who may or may not be affiliated with probation or other law enforcement.

Focused interviews with providers regarding mentorship distilled key components that make a difference in establishing and securing trusting and safe relationships with mentors. Several providers spoke about youth feeling and knowing that they have consistent, trusted adults who show up for them, whom they can rely upon, and feel supported in nonjudgmental spaces. These mentors are competent and trained to perform this role and may be the only consistent adults who show up for them. Mentors help youth to be excited and persist in their educational journeys, as well as provide another perspective outside of what they may have experienced in their families or communities. Mentors also provide youth with tools or curricula such as mindfulness-based skills to help them to manage conflict and dysregulation. Other robust mentorship models provided by Live in Peace and Friends for Youth recruit staff hyper locally from the communities and zip codes that youth come from, who look like the youth, and who bring lived experience to understand what youth may be experiencing in their journey. Because of the close connections that mentors form with youth, training and retaining quality staff is critical to ensuring no harm comes to the youth from the relationship. The intensity of screening and verification differs by program to ensure that prospective mentors are qualified, safe people to work with youth, which should be a well-articulated feature of any program that receives funding.

## ASSETS, STRATEGIES, AND RECOMMENDATIONS

### Example Assets

- Youths contributing to this plan highly valued the school counselors while at the YSC-JH, including Hillcrest and Project Change staff.

- Incarcerated youths spoke positively of the support that Live in Peace provides to help youth expand their entrepreneurial and other new skills to aid in their transition from the YSC-JH. Youth in reentry programs through FLY and Success Centers liked the support related to career pathways and exploration. FLY is currently piloting a credible messenger program at the time of writing this report.
- Very successful mentorship models are currently funded through FLY, Success Centers, Art of Yoga, and BGCP. Art of Yoga’s Mindful Mentors Program has also enabled youth to certify as leaders in mindfulness from their Mindfulness Academy. Youth earn a certification that is tangible that might be used to support youth during their court meetings or also support job applications, as well as opportunities to explore careers in mindfulness in the future.

### Strategies and Recommendations

- A provider noted potential opportunities to academically engage justice-impacted youth in middle school who are in mixed settings with youth who are in high school. These naturally occurring groupings in the housing units may help encourage younger youth who see older youth persisting in their educational pathways. This can also provide opportunities for older youth to step into leadership roles and utilize their knowledge and lived experiences to help others in a near peer-to-peer informal educational mentorship model.
- Aspects or full implementation of the Annie E. Casey Foundation LEAP™ (Learn and Earn to Achieve Potential) program focused on tackling the root causes of disconnection from education and careers with systems-involved youth may be helpful to explore and potentially adopt for the County. According to LEAP partners, LEAP is a holistic approach to comprehensive, long-term change that includes:<sup>29</sup>
  - **Deep cross-sector partnerships.** In most communities, one organization cannot meet all the complex needs of systems-involved young people. Partnerships with external organizations, such as community-based organizations and government agencies, are essential for housing, food, health, and more. Additionally, even large direct service organizations need to develop internal partnerships, such as those across departments, to connect youth to services.
  - **Listening to young people and supporting youth leadership.** Allowing young people frequent and varied opportunities to share their stories and name their needs, interests, and desires helps partners know what young people need and strengthens partners’

---

<sup>29</sup> Centering a Holistic Approach for Systems-Involved Young People - The Annie E. Casey Foundation, <https://www.aecf.org/resources/centering-a-holistic-approach-for-systems-involved-young-people>

holistic support. Meeting youth needs also means building up their confidence and self-efficacy, leadership skills, and voices.

- A system leader mentioned a program in Los Angeles County that supports incarcerated secure track youth earning college credit to attend classes on campus. For students who are not getting their educational needs met at the YSC-JH, exploring this possibility through a program like Project Change may be beneficial to ensure continued educational growth and potential attainment of valuable degrees.
- Mentorship models have proven effective in reduction delinquency and improving educational outcomes.<sup>30</sup>
  - A **Credible Messengers (CM) Mentoring Program** adopts a transformative mentoring intervention model grounded in positive youth development, uses an evidence-based interactive journaling curriculum, and utilizes government-community partnership.<sup>31</sup> CM programs are made to be locally adaptive, scalable, and are modeled from the Arches Transformative Mentoring (Arches) program.<sup>32,33</sup> Youth under probation supervision are paired with trained and certified “Credible Messengers” with prior lived experience in the justice system. Credible Messengers provide one-on-one support, conduct group sessions utilizing cognitive-behavioral intervention, and work alongside probation officers to help youth improve decision making, set and pursue goals, improve family relationships, and connect to educational, career readiness, and employment opportunities. Participants typically take 6-12 months to complete the program. Mentorship has been demonstrated to transform attitudes and behaviors around violence, build confidence, and provide academic, social, and career guidance.)

---

<sup>30</sup> *Practice profile: Mentoring for youth development.* Crime Solutions, National Institute of Justice. (n.d.). <https://crimesolutions.ojp.gov/ratedpractices/mentoring-youth-development#5-0>

<sup>31</sup> <https://nationalmentoringresourcecenter.org/wp-content/uploads/2024/11/Evidence-Review-Credible-Messenger-and-Lived-Experience-Mentoring.pdf>

<sup>32</sup> [https://www.urban.org/sites/default/files/publication/96601/arches\\_transformative\\_mentoring\\_program\\_0.pdf](https://www.urban.org/sites/default/files/publication/96601/arches_transformative_mentoring_program_0.pdf)

<sup>33</sup> <https://nationalmentoringresourcecenter.org/resource/arches-transformative-mentoring-program/>

- Los Angeles County Department of Youth Development has an award-winning Credible Messenger Program.<sup>34</sup> Other local models include the Center on Juvenile and Criminal Justice in San Francisco, which offers a mentoring program for youth, and the Mentoring Center in Alameda County connects youth to positive, caring adults using Transformative Mentoring, a long-term, intensive group mentoring approach.<sup>35</sup> They also offer technical assistance and training to organizations serving under-resourced youth.
- As described by OYCR regarding examples of transformative partnerships among probation departments and system providers representing higher education, behavioral health, and CBOs, current collaborative partnerships that expand and enable higher education pathways for justice-impacted youth in California.<sup>36</sup> This includes the **Rising Scholars program** which enables youth to receive community college education at a California Community College with the provision of specialized resources. It also includes **Project Rebound** which provides educational opportunities to formerly incarcerated youths at 19 California State Universities. Lastly, **Underground Scholars Initiative**, through nine campuses of the University of California, expands higher education opportunities to incarcerated, formerly incarcerated, and system-impacted individuals. Colleges and universities, if applicable and appropriate with Individual Rehabilitation Plans, can serve as a Less Restrictive Program (LRP) for young people committed to secure track if they leave the facility to attend classes at a college or university and return to the facility after.<sup>37</sup>
- As for other program models, representation matters in mentorship. Consider the communities and nonprofits that represent the youth served (e.g., Live in Peace is a Black/African American-owned business and serves disenfranchised Black/African American young men). This focus helps to address systemic racism, cultural competency, and youth feeling heard, seen, and understood

---

<sup>34</sup> *Youth Reentry*. Department of Youth Development - County of Los Angeles Department of Youth Development. (2025, April 23). <https://dyd.lacounty.gov/reentry/>

<sup>35</sup> *Technical assistance & training provider*. The Mentoring Center. (n.d.). <https://mentor.org/>

<sup>36</sup> Lucero, K. OYCR. (2023, October 16). *OYCR is Leading California's County-Based Positive Youth Justice Transformation*. OYCR. <https://oycr.ca.gov/news/oycr-is-leading-californias-county-based-positive-youth-justice-transformation/>

<sup>37</sup> *Stepping Home Elements – Less Restrictive Programs: Considerations and Possibilities*. (n.d.). <https://www.chhs.ca.gov/wp-content/uploads/2024/08/OYCR-UCLA-Stepping-Home-Elements-Less-Restrictive-Programs.pdf>

by providers. Also, Courageous Conversations offers training, speakers, and facilitations about race and equity to transform beliefs and behaviors into results.<sup>38</sup>

---

<sup>38</sup> *Our services*. Courageous Conversation. (2024, May 31). <https://courageousconversation.com/our-services/>

# Outcome 4 – Families are Engaged and Supported

## SUMMARY OF FINDINGS

- Nearly a quarter (27%) of survey respondents ranked **family engagement and education** among their top three priorities for the County to address, and half (50%) of survey respondents ranked this among their top five priorities.
- Overall, families of youth who become justice-involved are often overwhelmed trying to understand and navigate the critical systems that their youth is trying to navigate as well. Family stress can be high, particularly if the parent is at the end of their rope in trying to manage their youth's behavior, working multiple jobs, or even taking care of siblings. Thus, adult and family support is critical to restore caregiver well-being, which also supports the youth. Families also need support to overcome barriers when it comes to engaging and supporting their youth.
- Key opportunities included:
  - Increase material resources in English and Spanish to support understanding the process and system, rights, rules, and regulations
- Seek to engage caregivers in family therapy at key points in youths' juvenile justice journeys.
  - Engage trusted community members and those with lived experience to facilitate community-based, parent support groups.

**50%**

of surveyed providers chose family education and engagement as one of the top five priorities for the County.

## NEEDS OF YOUTH AND FAMILIES

### A. Families and caregivers need assistance to navigate systems.

Almost three in four (73%) surveyed providers selected **information and case management supports** to navigate systems that their youths interact with for justice-impacted families and parents/caregivers, while over half (52%) of those who selected this service/resource ranked it among the top five service needs for families. In addition, while 68% of surveyed providers ranked support to families to **help with system navigation** as a top five needed service/support, approximately one in three (36%) providers ranked it among the top three most important strategies to reduce recidivism and prevent entry to the justice system.

Feedback from a listening session with justice-impacted families signaled the clearest indication that families desire and need assistance to navigate and understand the systems providing services to their

incarcerated and justice-impacted youths. Families spoke of their mixed experiences and interactions with probation and youth-serving systems during their youth's detention and time on probation. They also spoke on the need to understand the law and legal aspects of what youth's options include, as well as other supports for system-involved youth. One caregiver spoke about English being a difficult barrier and about the challenges of seeking support as her child progressed through the court process. Linguistic barriers made it even more difficult to navigate what was going on with her child and obscured understanding of what the process entailed, including what is expected or happening to their child, the youth's rights, and what happens next. The JJDC family support group helped this caregiver to navigate the system, receive translation assistance, and connect with other parents.

Families of youths in reentry and at the YSC-JH require system navigation supports in the caregivers' preferred primary languages that include Spanish. Families with youths preparing for reentry are not aware of what is available to their youths as they reintegrate back into their families and communities. Providers also spoke on the specific education-affiliated systems and supports that families and their youths in reentry should be aware of, such as the need for continued support through the youth's release and navigating transition agreements.

### **B. Families need access to behavioral and mental health services to support their well-being.**

Findings from the online survey show that similar proportions of surveyed providers nominated **parent/caregiver access to behavioral health services** (70%) and, as discussed under Outcome 2, related family therapy services (66%), as top needs for families and caregivers. Surveyed providers also ranked stigma and trauma symptoms among the top five barriers families/caregivers face in utilizing services. Providers note that it would be of benefit for families to access therapeutic resources to get the help and emotional support that they need for past issues as well as new individual and family stressors. Other providers suggested that requiring culturally responsive caregiver counseling or therapy, despite reluctance and resistance, could help caregivers build tools to manage their mental and behavioral well-being. Providers also observed that parents/caregivers of youth who are underserved or justice-impacted could themselves be struggling with co-occurring issues in mental health and substance use disorders and may lack access to behavioral and mental health supports. Providers also noted seeing increased support needs for caregivers of youth with neurodivergent needs, such as ADHD and autism. Successful engagement of caregivers in therapeutic services and involvement with related parenting resources and supports could positively expand parental involvement, deepen engagement with their youth, and improve child and caregiver interactions in support of family strengthening and positive child development.

Given the feedback from interviews that illuminate the continued importance of youth's need for consistent behavioral and mental health services, with continuity of care as an opportunity area, alignment of families and caregivers in individual or family therapy would greatly reinforce youth's rehabilitative journey while on probation or at the YSC-JH.

### C. Families face several challenges to connect and stay engaged to support their youth.

System leaders and providers spoke about the challenges that families and caregivers face in connecting with their youth, staying engaged with the spaces and systems that youth and families interact with, and the need for parenting supports to strengthen relationships between children and families. Poverty presents a primary challenge for underserved and justice-impacted families, which disproportionately impacts youths and families of color, families with system involvement, immigrant families, and other unfavorable conditions that place people at a disadvantage. Qualitative feedback across sector leaders and providers observes that caregivers/parents working multiple jobs out of necessity face serious constraints on their time, leaving fewer opportunities to supervise children and be present in their lives. Justice-impacted families and providers in interviews spoke candidly about the many factors that might have made a difference in youths' lives, including youths' immediate environment shaped by economic precarity, community influences, lack of resources, instability, and importantly lack of connection to community, sense of belonging, and lack of support that underserved families and youth face. Other system providers spoke on the additional burdens that immigrant families carry, including understanding how to live in this country as immigrants and a new way of living.

As noted in the discussion of other outcome areas, immigration enforcement, misinformation, and other pressures in the current sociopolitical climate factor into some families' decisions to choose not to access systems that could potentially help them. Providers note these reasons as to why some families may not be going to appointments, choosing not to visit their youth at the YSC-JH, and are generally not inclined to seek services at this time. Further, misinformation and fear around immigration status have, as some providers noted, resulted in some youth not going to school, and not being taken to their appointments, further disconnecting and rupturing families and youth from communities and supportive resources. Additionally, as providers and system leaders have noted, immigrant families, particularly newcomers who may have other system involvement and experience of being underserved, disadvantaged, and marginalized, may have limited experience interacting with, trusting, or having knowledge of how to access supports they could avail at low cost or no cost.

Providers and system leaders who interact with youth who are justice-impacted have noted the opportunity for service providers to increase family engagement and resources to meet families where they are. Providers working in the therapeutic space, for example, make effort to meet with families when families can meet later in the evenings. Strong stigma around seeking mental health supports presents persistent challenges for families from marginalized communities to participate in family therapy and ultimately support their youth as they move through the journey together. Other providers who interact with a broad range of parents see a need to support caregivers to provide more limits and supervision of their youth, and to rely less on schools for discipline.

## ASSETS, STRATEGIES, AND RECOMMENDATIONS

### Example Assets

- Caregiver participation in JJDC family support programs provides a key source of advocacy, resources, and information to help parents/caregivers navigate systems while in crisis.
- Families identified FLY, which, along with the JJDC group, consistently advocates for justice-impacted families, for their youths, and who provide structure, information, and opportunities for connection with other families whose youth are navigating systems of detention and incarceration.
- Community Alliance to Revitalize Our Neighborhoods (CARON), through the San Mateo County Sheriff's Office and S.T.A.R. Camp through Sheriff's Activities League, supports building positive relationships between law enforcement and the public. CARON provides the Parent Project program to help with communication with youth, while the S.T.A.R. Camp provides many underserved youth a formative and memorable experience in the great outdoors.

### Strategies and Recommendations

- Also shared under Outcome 2, Family-based Treatment for Adolescent Delinquency and Problem Behaviors, Multi-Systemic Therapy (MST), Functional Family Therapy (FFT), and Multidimensional Family Therapy (MDFT) are evidence- and family-based interventions that aim to address the needs of the entire family system, rather than just the child, to promote positive behavioral changes.<sup>39,40,41,42</sup>
- Families that feel supported, engaged, and connected with community have stronger assets to support their youth whether system-impacted or underserved in the community. Building confidence, trust, and relationships with providers particularly those affiliated with government and local agencies may help families reduce barriers in accessing supports.

---

<sup>39</sup> *Practice profile: Family-based treatment for adolescent delinquency and problem behaviors.* Crime Solutions, National Institute of Justice. (n.d.). <https://crimesolutions.ojp.gov/ratedpractices/family-based-treatment-adolescent-delinquency-and-problem-behaviors>

<sup>40</sup> [MST Services | Multisystemic Therapy for At-risk Youth](https://www.mstservices.com/mst-juvenile-delinquency-prevention-program); <https://www.mstservices.com/mst-juvenile-delinquency-prevention-program>

<sup>41</sup> [FFT | Evidence-Based Interventions and Family Counseling](https://www.fftllc.com/); <https://www.fftllc.com/>

<sup>42</sup> [MDFT](https://www.mdft.org/); <https://www.mdft.org/>

- Reduce cultural and linguistic barriers that get in the way of providing information in languages preferred by families and caregivers. The Probation website provides information in English only, and this can be remedied by providing a language toggle button to assist in translating information for families whose preferred language is not English.
- Consider peer-based support groups to increase trust and credibility of those supporting parents of youth who are justice-involved. Peer Support Groups are designed to connect parents with other families experiencing similar situations and can provide valuable emotional support and shared learning.
- Incentivize parents to show up for parent groups and other support.

# Summary

## OVERVIEW

This Local Action Plan presents the most recent data to provide both a broad and specific view of the landscape of youth in the County, including demographics, geography, and challenges. Juvenile arrest trends are also presented by demographic categories to capture changes since the last Local Action Plan completed in 2020. COVID-19 changed patterns of justice involvement, as did the policy changes that led to secure track youth placed in the County.

The context of funding declines limits new activities to strengthen service delivery systems, however, there are suggestions to improve the ways of working and collaborating that can have a significant impact on the successful rehabilitation of young people in the County.

To summarize, four core outcomes were selected as the focus of this Local Action Plan based on the quantitative and qualitative data synthesized for this plan. Exhibit 29 provides a summary table of the four outcomes and prioritized needs in the far-left column. The column in the middle includes a highlight of opportunities to take action, and the column on the right includes example performance metrics to measure progress.

Exhibit 29. LAP 2025-2030 Summary of Key Outcomes, Needs, Opportunities, and Performance Indicators

KEY OUTCOMES AND NEED AREAS	KEY OPPORTUNITIES	SAMPLE PERFORMANCE INDICATORS
<b>Outcome 1: Youth Access Support from a Responsive, Coordinated System</b>		
<b>a. Prevention &amp; Early Intervention Services*</b>	<ul style="list-style-type: none"> <li>- Engage cross-sector PEI programs to identify and address risk at onset.</li> <li>- Increase the availability of informal spaces for youth where there are service gaps.</li> </ul>	<ul style="list-style-type: none"> <li>- Increased number of youths who access afterschool and other informal programs focused on supporting youth development.</li> </ul>
<b>b. Quick and stable connections to providers</b>	<ul style="list-style-type: none"> <li>- Ensure access to reentry services for all youth who transition out of the YSC-JH.</li> </ul>	<ul style="list-style-type: none"> <li>- 100% of youth access reentry services; recidivism rates for these youth decrease.</li> </ul>
<b>c. Individualized Support to Meet the Unique Needs of Youth</b>	<ul style="list-style-type: none"> <li>- Evaluate options to increase the availability of wraparound services.</li> <li>- Identify system partners or CBOs who can support youth residential placements in least restrictive environments.</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in youth with high needs receiving intensive wraparound services.</li> <li>- No youth are placed at the YSC-JH due to having no place to go.</li> </ul>
<b>d. Youth-Serving Systems that Communicate and Collaborate Well*</b>	<ul style="list-style-type: none"> <li>- Reduce the enrollment period when justice-involved youth transfer schools.</li> <li>- Provide a preferred practices guide to CBOs who work at the YSC-JH.</li> </ul>	<ul style="list-style-type: none"> <li>- Decline in the average time it takes for a youth to transition schools after release from the YSC-JH.</li> <li>- Increase in satisfaction ratings of the helpfulness of communication between YSC-JH staff and CBOs.</li> </ul>
<b>Outcome 2: Youth Cultivate Social and Emotional Well-Being</b>		
<b>a. Behavioral and Mental Health Services and Support*</b>	<ul style="list-style-type: none"> <li>- Schedule regular family nights well in advance for all youths to support well-being and family engagement.</li> <li>- Partner to launch residential substance use treatment for youth.</li> <li>- Reduce barriers to access mental and behavioral support for all youth.</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in family connection and well-being after family nights.</li> <li>- Increase access for youth to residential substance use treatment.</li> <li>- Increase access to mental and behavioral supports for youth.</li> </ul>
<b>b. Family Therapy*</b>	<ul style="list-style-type: none"> <li>- Provide access to supportive services like family therapy to youth and families during pre-adjudication as well as reentry.</li> </ul>	<ul style="list-style-type: none"> <li>- Increase family functioning.</li> <li>- Decrease family conflict.</li> </ul>

<b>c. Trauma-Informed Knowledge and Approaches Across Systems*</b>	<ul style="list-style-type: none"> <li>- Set a goal to bring all providers in youth-serving systems up to speed on the impact of trauma and how to effectively integrate trauma-informed care into service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>- All providers and educators provide trauma-informed care to youth and recognize and react appropriately to trauma-based behavior in children and youth.</li> </ul>
<b>Outcome 3: Youth Gain Educational and Career Skills and Hope for the Future</b>		
<b>a. Academic Support and Engagement*</b>	<ul style="list-style-type: none"> <li>- Youth are fully supported to pursue their secondary and post-secondary educational goals.</li> </ul>	<ul style="list-style-type: none"> <li>- Increase percentage of youth completing their educational goals.</li> <li>- Increase in graduation rates.</li> </ul>
<b>b. Job Skills and Career Preparation*</b>	<ul style="list-style-type: none"> <li>- Youth connect with a career counselor to prepare for a job or career.</li> <li>- Youth access hands-on learning and interactive trainings to explore potential career pathways.</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in the number of system-impacted youth who have hands-on job training or an internship opportunity.</li> </ul>
<b>c. Connection to Mentors/coaches/advocates*</b>	<ul style="list-style-type: none"> <li>- Connect all system-impacted youth with consistent and relatable mentors.</li> </ul>	<ul style="list-style-type: none"> <li>- Increase the number of youths who have at least one caring adult in their life.</li> <li>- Increase in the number of youths who report that their mentor helped them have more hope for their future.</li> <li>- Decrease in recidivism.</li> </ul>
<b>Outcome 4: Families are Engaged and Supported</b>		
<b>a. Assistance with System Navigation</b>	<ul style="list-style-type: none"> <li>- Increase material resources in English and Spanish to support understanding the process and system, rights, rules, and regulations</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in the number of families who are informed about</li> </ul>
<b>b. Adult Behavioral and Mental Health Services and Support</b>	<ul style="list-style-type: none"> <li>- Seek to engage caregivers in family therapy at key points in youths' juvenile justice journeys.</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in caregiver capacity to support their youth and family.</li> </ul>
<b>c. Address Barriers to Parent/Caregiver Engagement*</b>	<ul style="list-style-type: none"> <li>- Engage trusted community members and those with lived experience to facilitate community-based parent support groups.</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in parents who access social support.</li> </ul>

Note: \*included in prior LAP

## RECOMMENDED APPROACHES FOR THE NEW LOCAL ACTION PLAN

While each outcome presented in this report has its own unique findings and recommended strategies, theory and practice should guide the ultimate selection of ways to address each outcome. In addition, the JJCC and probation department should give preference to programs that are evidence-based (or show clear movement toward evidence-based, called promising practices). Furthermore, the following three steps can help strengthen the implementation of this plan. First, evaluate opportunities within and across systems to shift practices that align with the LAP goals. Second, integrate LAP goals and steps to achieve these goals into upcoming internal and cross system planning processes and assessments. Third, regularly check alignment of services with evidence-based youth development frameworks and practices.

### Alignment with Current Programs and Services

Exhibit 30 displays the types of programs funded in the last fiscal year through JJCPA and JPCF funds along with the service types prioritized in the prior LAP. These services significantly overlap the revised set of priorities introduced in this plan, including mentoring and education, behavioral health, parenting education and counseling, and job readiness and placement. Thus, the County is already funding many of the programs and services that the system leaders, providers, families, and youth value.

**Exhibit 30. JJCPA and JPCF Program Service Types, FY 2023-24**

	Acknowledge	BGCP	FPP	FLY	Juvenile Services CRT/DIV	StarVista	SC	YMCA SF
Mentoring/ Education		✓		✓ x	x	✓ x		✓
Behavioral Health Counseling	✓					✓ x		x
Case Management	✓		x	✓ x	x	✓ x	✓	✓
Parent Education/ Counseling					x	✓ x		✓
Outreach					x	✓ x		
Job Readiness/ Placement							✓ x	

✓ = JPCF    x = JJCPA

### Evidence-Based Practices

Historically, evidence-based models and practices have been a hallmark of many JJCPA and JPCF-funded programs and services. Exhibits 31 and 32 display the JJCPA and JPCF-funded programs in FY 2023-24 and the evidence-based models and practices in use.

**Exhibit 31. Overview of Evidence-Based Practices Implemented by CBOs Receiving JJCPA and JPCF Funding in FY 2023-24**

	Acknowledge	BGCP	FLY	StarVista Insights	StarVista SOY	Success Centers*	YMCASF Sexual Violence Prevention**	YMCASF School Safety Advocates
Acceptance Commitment Therapy (ACT) <sup>43</sup>					✓			
Check & Connect <sup>44</sup>		✓						
Cognitive Behavioral Therapy (CBT) <sup>45</sup>			✓ x	x	✓			✓

<sup>43</sup> Washington State Institute for Public Policy. (2020). Updated Inventory of Evidence-Based, Research-Based, and Promising Practices: For Prevention and Intervention Services for Children and Juveniles in the Child Welfare, Juvenile Justice, and Mental Health Systems. [http://www.wsipp.wa.gov/ReportFile/1727/Wsipp\\_Updated-Inventory-of-Evidence-Based-Research-Based-and-Promising-Practices-For-Prevention-and-Intervention-Services-for-Children-and-Juveniles-in-the-Child-Welfare-Juvenile-Justice-and-Mental-Health-Systems\\_Report.pdf](http://www.wsipp.wa.gov/ReportFile/1727/Wsipp_Updated-Inventory-of-Evidence-Based-Research-Based-and-Promising-Practices-For-Prevention-and-Intervention-Services-for-Children-and-Juveniles-in-the-Child-Welfare-Juvenile-Justice-and-Mental-Health-Systems_Report.pdf)

<sup>44</sup> Social Programs that Work. (n.d.). Check and Connect - Dropout Prevention Programs that Work Social Programs That Work. <https://evidencebasedprograms.org/programs/check-and-connect/>

<sup>45</sup> Washington State Institute for Public Policy. (2020). Updated Inventory of Evidence-Based, Research-Based, and Promising Practices: For Prevention and Intervention Services for Children and Juveniles in the Child Welfare, Juvenile Justice, and Mental Health Systems. [http://www.wsipp.wa.gov/ReportFile/1727/Wsipp\\_Updated-Inventory-of-Evidence-Based-Research-Based-and-Promising-Practices-For-Prevention-and-Intervention-Services-for-Children-and-Juveniles-in-the-Child-Welfare-Juvenile-Justice-and-Mental-Health-Systems\\_Report.pdf](http://www.wsipp.wa.gov/ReportFile/1727/Wsipp_Updated-Inventory-of-Evidence-Based-Research-Based-and-Promising-Practices-For-Prevention-and-Intervention-Services-for-Children-and-Juveniles-in-the-Child-Welfare-Juvenile-Justice-and-Mental-Health-Systems_Report.pdf)

	Acknowledge	BGCP	FLY	StarVista Insights	StarVista SOY	Success Centers*	YMCASF Sexual Violence Prevention**	YMCASF School Safety Advocates
Dialectical Behavior Therapy (DBT) <sup>46</sup>					✓			
Functional Family Therapy <sup>47</sup>								✓
Growth Mindset <sup>48</sup>		✓						
Mindfulness-Based Interventions <sup>49</sup>				✗				
Motivational Interviewing***		✓	✓ ✗		✓			

<sup>46</sup> Washington State Institute for Public Policy. (2020). Updated Inventory of Evidence-Based, Research-Based, and Promising Practices: For Prevention and Intervention Services for Children and Juveniles in the Child Welfare, Juvenile Justice, and Mental Health Systems. [http://www.wsipp.wa.gov/ReportFile/1727/Wsipp\\_Updated-Inventory-of-Evidence-Based-Research-Based-and-Promising-Practices-For-Prevention-and-Intervention-Services-for-Children-and-Juveniles-in-the-Child-Welfare-Juvenile-Justice-and-Mental-Health-Systems\\_Report.pdf](http://www.wsipp.wa.gov/ReportFile/1727/Wsipp_Updated-Inventory-of-Evidence-Based-Research-Based-and-Promising-Practices-For-Prevention-and-Intervention-Services-for-Children-and-Juveniles-in-the-Child-Welfare-Juvenile-Justice-and-Mental-Health-Systems_Report.pdf)

<sup>47</sup> California Evidence-Based Clearinghouse for Child Welfare. (2023). Functional Family Therapy. <https://www.cebc4cw.org/program/functional-family-therapy/>

<sup>48</sup> Mueller, C. M., & Dweck, C. S. (1998). Praise for intelligence can undermine children's motivation and performance. Journal of Personality and Social Psychology, 75(1), 33-52. <http://dx.doi.org/10.1037/0022-3514.75.1.33>

<sup>49</sup> Hofmann, S. G., & Gómez, A. F. (2017). Mindfulness-Based Interventions for Anxiety and Depression. The Psychiatric clinics of North America, 40(4), 739–749. <https://doi.org/10.1016/j.psc.2017.08.008>

	Acknowledge	BGCP	FLY	StarVista Insights	StarVista SOY	Success Centers*	YMCASF Sexual Violence Prevention**	YMCASF School Safety Advocates
Psychodynamic Psychotherapy <sup>50</sup>	✓							
Social-Emotional Learning <sup>51</sup>			✓ ✗					
Transtheoretical Model (Stages of Change Model) <sup>52</sup>		✓						
Trauma-Informed Practice/Care <sup>53</sup>	✓	✓	✓ ✗	✗	✓			✓

\* Practices were not provided as of 9/30/2024.

\*\* Utilizes only promising and non-evidence-based practices.

<sup>50</sup> Shedler, J. (2010). American Psychological Association 0003-066X/10/. Vol. 65, No. 2, 98 –109 DOI: 10.1037/a0018378.  
<https://www.apa.org/pubs/journals/releases/amp-65-2-98.pdf>

<sup>51</sup> OJJDP Model Program Guide. (2015). Practice Profile: School-Based Social and Emotional Learning (SEL) Programs.  
<https://crimesolutions.ojp.gov/ratedpractices/39#pd>

<sup>52</sup> LaMorte, W. W. (2018). The Transtheoretical Model (Stages of Change). Boston University School of Public Health.  
<http://sphweb.bumc.bu.edu/otlt/MPH-Modules/SB/BehavioralChangeTheories/BehavioralChangeTheories6.html>

<sup>53</sup> SAMHSA. (2014). SAMHSA's Concept of Trauma and Guidance for a Trauma-Informed Approach, p10. Pub ID#: SMA14-4884.  
<https://store.samhsa.gov/product/SAMHSA-s-Concept-of-Trauma-and-Guidance-for-a-Trauma-Informed-Approach/SMA14-4884>

\*\*\* Evidence-based practice according to the Center for Evidence-Based Practices.<sup>54</sup> Elsewhere rated as research-based for children in mental health treatment but the Office of Justice Programs rates the use of motivational interviewing for juvenile substance abuse as having “no effect” for clients ages 14-19.<sup>55,56</sup>

✓ = JPCF    ✗ = JJCPA

---

<sup>54</sup> Center for Evidence-Based Practices (2018). Motivational Interviewing. Case Western Reserve University.

<https://www.centerforebp.case.edu/practices/mi>

<sup>55</sup> Washington State Institute for Public Policy. (2020). Updated Inventory of Evidence-Based, Research-Based, and Promising Practices: For Prevention and Intervention Services for Children and Juveniles in the Child Welfare, Juvenile Justice, and Mental Health Systems. [http://www.wsipp.wa.gov/ReportFile/1727/Wsipp\\_Updated-Inventory-of-Evidence-Based-Research-Based-and-Promising-Practices-For-Prevention-and-Intervention-Services-for-Children-and-Juveniles-in-the-Child-Welfare-Juvenile-Justice-and-Mental-Health-Systems\\_Report.pdf](http://www.wsipp.wa.gov/ReportFile/1727/Wsipp_Updated-Inventory-of-Evidence-Based-Research-Based-and-Promising-Practices-For-Prevention-and-Intervention-Services-for-Children-and-Juveniles-in-the-Child-Welfare-Juvenile-Justice-and-Mental-Health-Systems_Report.pdf)

<sup>56</sup> OJJDP Model Program Guide. (2011). Practice Profile: Motivational Interviewing (MI) for Substance Abuse Issues of Juveniles in a State Facility <https://www.crimesolutions.gov/ProgramDetails.aspx?ID=180>

**Exhibit 32. Evidence-based Practices Implemented by YOBG-funded Contractors in FY 2023-24**

	Cognitive Behavioral Therapy (CBT) <sup>57</sup>	Critical Time Intervention <sup>58, 59</sup>	Mindfulness-Based Interventions <sup>60</sup>	Motivational Interviewing <sup>***</sup>	Neuro-sequential Model of Therapeutics <sup>61</sup>	Social-Emotional Learning <sup>62</sup>	Trauma-Informed Practice/Care <sup>63</sup>
Art of Yoga (AYP)					✓		✓

**Beat Within\***

<sup>57</sup> Washington State Institute for Public Policy. (2020). Updated Inventory of Evidence-Based, Research-Based, and Promising Practices: For Prevention and Intervention Services for Children and Juveniles in the Child Welfare, Juvenile Justice, and Mental Health Systems. [http://www.wsipp.wa.gov/ReportFile/1727/Wsipp\\_Updated-Inventory-of-Evidence-Based-Research-Based-and-Promising-Practices-For-Prevention-and-Intervention-Services-for-Children-and-Juveniles-in-the-Child-Welfare-Juvenile-Justice-and-Mental-Health-Systems\\_Report.pdf](http://www.wsipp.wa.gov/ReportFile/1727/Wsipp_Updated-Inventory-of-Evidence-Based-Research-Based-and-Promising-Practices-For-Prevention-and-Intervention-Services-for-Children-and-Juveniles-in-the-Child-Welfare-Juvenile-Justice-and-Mental-Health-Systems_Report.pdf)

<sup>58</sup> Evidence-Based Practice Center (n.d.). Critical Time Intervention. <https://ebpcenter.umaryland.edu/Training-Topics/Critical-Time-Intervention/>

<sup>59</sup> Social Programs that Work. (n.d.). Critical Time Intervention. <https://evidencebasedprograms.org/programs/critical-time-intervention/>

<sup>60</sup> Hofmann, S. G., & Gómez, A. F. (2017). Mindfulness-Based Interventions for Anxiety and Depression. *The Psychiatric clinics of North America*, 40(4), 739–749. <https://doi.org/10.1016/j.psc.2017.08.008>

<sup>61</sup> Perry, B. D. (2009). Examining child maltreatment through a neurodevelopmental lens: Clinical application of the neurosequential model of therapeutics. *Journal of Loss and Trauma*, 14, 240-255. <https://doi.org/10.1080/15325020903004350>

<sup>62</sup> OJJDP Model Program Guide. (2015). Practice Profile: School-Based Social and Emotional Learning (SEL) Programs. <https://crimesolutions.ojp.gov/ratedpractices/39#pd>

<sup>63</sup> SAMHSA. (2014). SAMHSA's Concept of Trauma and Guidance for a Trauma-Informed Approach, p10. Pub ID#: SMA14-4884. <https://store.samhsa.gov/product/SAMHSA-s-Concept-of-Trauma-and-Guidance-for-a-Trauma-Informed-Approach/SMA14-4884>

	Cognitive Behavioral Therapy (CBT) <sup>57</sup>	Critical Time Intervention <sup>58, 59</sup>	Mindfulness-Based Interventions <sup>60</sup>	Motivational Interviewing <sup>***</sup>	Neuro-sequential Model of Therapeutics <sup>61</sup>	Social-Emotional Learning <sup>62</sup>	Trauma-Informed Practice/Care <sup>63</sup>
Fresh Lifelines for Youth (FLY)	✓	✓		✓		✓	✓
Mind Body Awareness (MBA)			✓				✓
Success Centers**							
Therapeutic Beat Making					✓	✓	✓
UCCE**							
YMCASF*							

\* Utilizes only promising and non-evidence-based practices.

\*\* Practices were not provided as of 9/30/2024. UCCE began providing programs and services on 3/13/2024 after being awarded a three-year funded contract on 2/26/2024. Due to limited UCCE data, EBPs were not available.

\*\*\* Evidence-based practice according to the Center for Evidence-Based Practices.<sup>64</sup> Elsewhere rated as research-based for children in mental health treatment, but the Office of Justice Programs rates the use of motivational interviewing for juvenile substance abuse as having “no effect” for clients ages 14-19.<sup>65</sup>

## CLOSING SUMMARY

San Mateo County is well situated to continue to strengthen the programs and services in place and to focus on the gaps in communication, coordination, and availability of services at key points highlighted in this report (e.g., reentry), and for the populations that are under-resourced, underserved, and/or justice-involved, particularly Hispanic/Latino and Black youth who are disproportionately impacted. JJCPA and JPCF funding has not increased in the last five years, therefore providing services and support more efficiently and collaboratively, and leveraging capacity across sectors, is paramount to successfully addressing the needs of young people and their families over the next five years.

---

<sup>64</sup> Center for Evidence-Based Practices (2018). Motivational Interviewing. Case Western Reserve University.

<https://www.centerforebp.case.edu/practices/mi>

<sup>65</sup> Washington State Institute for Public Policy. (2020). Updated Inventory of Evidence-Based, Research-Based, and Promising Practices: For Prevention and Intervention Services for Children and Juveniles in the Child Welfare, Juvenile Justice, and Mental Health Systems. [http://www.wsipp.wa.gov/ReportFile/1727/Wsipp\\_Updated-Inventory-of-Evidence-Based-Research-Based-and-Promising-Practices-For-Prevention-and-Intervention-Services-for-Children-and-Juveniles-in-the-Child-Welfare-Juvenile-Justice-and-Mental-Health-Systems\\_Report.pdf](http://www.wsipp.wa.gov/ReportFile/1727/Wsipp_Updated-Inventory-of-Evidence-Based-Research-Based-and-Promising-Practices-For-Prevention-and-Intervention-Services-for-Children-and-Juveniles-in-the-Child-Welfare-Juvenile-Justice-and-Mental-Health-Systems_Report.pdf)

# About the Researcher

Founded in 1980, Applied Survey Research (ASR) is a nonprofit social research firm based in Central and Northern California whose mission is to conduct community-based research and evaluation services that help people build better communities. ASR's award-winning services, including community assessments, strategic planning, program design, and program evaluation, focus on strengthening the capacity of our partners to achieve their goals.

[www.appliedsurveyresearch.org](http://www.appliedsurveyresearch.org)