



SAN MATEO COUNTY PROBATION DEPARTMENT



Comprehensive Annual JJCPA
and JPCF Evaluation Report
2019-2020

About the Researcher

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Executive Summary: Fiscal Year 2019-2020

In Fiscal Year (FY) 2017-18, the San Mateo County Probation Department (Probation) awarded three-year contracts to seven community-based organizations (CBOs) in order to serve San Mateo County youths and their families through its allocation of Juvenile Justice Crime Prevention Act (JJCPA) and Juvenile Probation and Camp Funding (JPCF). Additionally, the JJCPA and JPCF also partially funded Probation’s Assessment Center, Family Preservation Program (FPP) and Probation Parent Programs. FY 2019-20 marked the final year of this three-year funding period. The desired outcomes of these funded programs included:

- Improved emotional well-being
- Reduced substance use
- Improved family functioning
- Increased engagement in and connection to school
- Expanded mentoring
- Increased community connectedness
- Decreased justice involvement

Summary of Findings

Funded programs continued to provide programs and services on the entire continuum of intervention to address client needs in FY 2019-20, with JPCF programs focusing on prevention and early intervention and JJCPA programs focusing on targeted interventions for juvenile justice-involved youth. Funded programs served 1,269 unduplicated clients, 25% fewer than were served in FY 2018-19 (n = 1,680). JJCPA-funded programs served one-half of these clients (49%) and JPCF-funded programs served the other one-half (51%) of clients included in this report. While the number of clients served declined from the earlier FY, the average number of service hours reported per client increased from 10.5 to 12.9 in FY 2019-20, and the average length of time in the program also slightly increased from 4.3 to 4.6 months in this same period. The five-year trends may suggest a general shift toward serving fewer clients for longer periods of time. However, this trend may also be a consequence of COVID-19 service disruptions in the last quarter of the FY.

Table 1. Key Findings: Clients and Services

CLIENTS AND SERVICES	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Number of Clients Served	1,644	2,508	1,530	1,680	1,269
Average Number of Hours of Service	14.8	10.4	15.1	10.5	12.9
Average Time in the Program (Months)	3.4	4.1	4.1	4.3	4.6

Average time spent in the program (months) n=1,263, Average number of hours per client n=1,089.

Note: The number of hours of service per youth does not include the Assessment Center and Family Preservation Program (FPP), as data were not available.

The Juvenile Justice Coordinating Council (JJCC) continued the implementation of two assessments in FY 2019-20: The Juvenile Assessment and Intervention System (JAIS), and the Child Adolescent Needs and Strengths (CANS) assessment. These assessments provide a standard measure of youth criminogenic risk, life functioning, and other areas of need and strength to help inform program activities and decisions in the service of decreasing justice involvement for all youths.

Similar to that of FY 2018-19, programs served youths across the risk spectrum. However, most of the youths were assessed as Low risk (73%) rather than Moderate (22%) or High risk (4%). In 2019-20, results from the JAIS showed that JPCF-funded programs served youths with lower criminogenic risk than JJCPA-funded programs. The results from the JAIS are presented in Table 2 below.

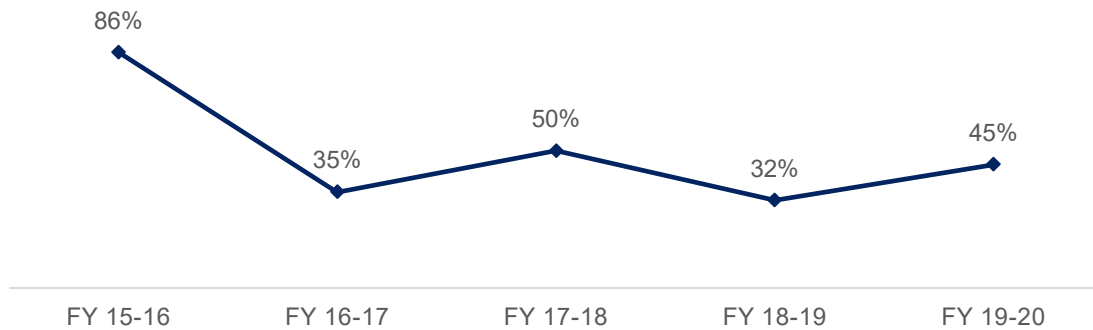
Table 2. Key Findings: Risk Levels and Needs

JAIS RISK LEVEL	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 19-20 JJCPA only	FY 19-20 JPCF only
Low	60%	73%	65%	76%	73%	49%	94%
Moderate	29%	22%	27%	20%	22%	42%	6%
High	11%	5%	7%	4%	4%	9%	<1%

FY 2019-20 n=580, 2019-20 JJCPA n=264, 2019-20 JPCF n=316. Percentages may not total 100 due to rounding.

Results from CANS assessments at the start of services indicated that many youths bring with them strengths to support their identified needs, including strong relationships, optimism, and resourcefulness. As these and other strengths support the fulfillment of needs, it will benefit these youths to continue to focus on building important internal (e.g., resilience, optimism), social (e.g., family strengths/support, relationship permanence), and community (e.g., community connection, educational setting) resources and supports. This is in addition to supports and resources that improve life functioning, behavioral, and emotional needs of these youths, particularly to address trauma, lack of recreational outlets, and school-related challenges. Year-to-year trends indicate a 12-percentage-point increase in the number of youths with three or more actionable needs at baseline (45%, see Figure 1). However, this datapoint falls within a range found for youths with three or more needs since FY 2016-17.

Figure 1. Percentage of Youths with Three or More Actionable Needs at Baseline



FY 2015-16 n=239, FY 2016-17 n=722, FY 2017-18 n=980, FY 2018-19 n=741, FY 2019-20 n=604.

Tracking key justice outcomes is also useful for determining the risk level and compliance of youths served by JJCPA-funded programs. Youths arrested for a new law violation, youths with detentions, and youths with probation violations increased compared with FY 2018-19. Rates for completion of probation remained approximately the same compared with the prior fiscal year and below the FY 2015-16 state average of 31%,¹ largely because Probation measured these outcomes at 180 days after program entry, at which point most youths have not completed their terms of probation. Rates of completion of restitution to victim increased substantially, while completion rates of court-ordered community service decreased.

Table 3. Key Findings: Justice Outcomes (for JJCPA funded programs only)

CLIENTS AND SERVICES	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Youths Arrested for a New Law Violation	19%	N/A	15%	13%	21%
Youths with Detentions	27%	30%	24%	24%	39%
Youths with Probation Violations	N/A	N/A	26%	26%	44%
Completion of Probation at 180 Days	6%	20%	21%	7%	11%
Completion of Restitution	13%	29%	25%	0%	21%
Completion of Community Service	36%	56%	34%	34%	12%

FY 2019-20 Youths Arrested for a New Law Violation n=158, Youths with Detentions n=158, Youths with Probation Violations n=85, Completion of Probation at 180 Days n=85, Completion of Restitution n=14, Completion of Community Service n=25.

¹ FY 2015-16 are the most recent statewide data available as these indicators are no longer aggregated on the state level.

Background

In San Mateo County, the Juvenile Justice Coordinating Council (JJCC) oversees funds from the Juvenile Justice Crime Prevention Act (JJCPA) and Juvenile Probation and Camp Funding (JPCF). These funding sources are drawn from California Vehicle License fees and differ in their emphasis and reporting requirements.² As required by the Welfare and Institutions Code, the JJCC must periodically develop, review, and update a comprehensive Local Action Plan that documents the condition of the local Juvenile Justice system and outlines proposed efforts to fill identified service gaps in order to receive JJCPA funds.

The 2016-2020 Local Action Plan subcommittee included representatives from the following backgrounds: Professionals who work with at-risk youths and youths involved in the juvenile justice system through Probation; District Attorney's Office; Public Defender's Office; Human Services Agency; Behavioral Health and Recovery Services; Health Policy and Planning; Sheriff's Office, a local police department; representatives from high schools and community-based organizations; and community members familiar with youth development and active in justice work, including membership on the Juvenile Justice and Delinquency Prevention Commission. Through a strategic planning process, a core group of desired outcomes and strategies were identified to address the needs of youths and their families in San Mateo County. The desired outcomes defined by the subcommittee included:

- Improved emotional well-being
- Reduced substance use
- Improved family functioning
- Increased engagement in and connection with school
- Decreased justice involvement

The subcommittee identified the following five core strategies to enable these outcomes:

Behavioral Health Services

- Collect assessment/psychosocial data
- Apply appropriate substance use treatment for youths and families
- Transform to a trauma-informed system of care

Impacts of Poverty

- Increase capacity of parents to be informed about youths
- Implement vocational programs

Cultural Responsiveness

- Ensure services are culturally sensitive and in multiple languages to meet the needs of the diverse population served

Additional Programs and Services

- Raise awareness among service providers about gangs/gang involvement
- Provide mentors to youths and families
- Commit to planning re-entry at the onset of involvement

² Please see Appendix I for a complete description of JJCPA and JPCF funding.

Family and Community Engagement

- Enhance families’ understanding of the system and involve them in services
- Increase visibility of Deputy Probation Officers within the community

Every year, JJCPA and JPCF jointly fund a complementary set of interventions along a continuum from prevention and early intervention to more intensive intervention. Programs serving justice-involved youths are typically funded by JJCPA, given that the legislation’s intent is to reduce further justice involvement. Prevention and early intervention services are funded by JPCF.

In 2017, the JJCC awarded to each of ten programs three-year grants from Probation’s allocation of JJCPA and JPCF to serve San Mateo County youths and their families, and it named Applied Survey Research (ASR) as the evaluator. The ten programs were selected based on the needs identified by the Local Action Plan, which guided the Request for Proposal process.

Of the ten funded programs, five are funded through JJCPA and six through JPCF. This array of programs provided services to youths on a continuum of need, from prevention and early intervention, to more intensive intervention, as described in Table 4.

Table 4. Program Descriptions of JJCPA and JPCF-funded Programs

JJCPA PROGRAM	SHORT NAME	DESCRIPTION
Acknowledge Alliance	Acknowledge	Provides counseling for youths attending community and court schools
Juvenile Assessment Center	Assessment	Provides multidisciplinary team risk/needs assessments to youths who come into contact with the juvenile justice system
Family Preservation Program	FPP	Provides case management and supervision of youths with significant mental health and family issues in partnership with other county agencies such as Behavioral Health and Recovery Services (BHRS) and the Human Services Agency (HSA)
Fresh Lifelines for Youth	FLY	Leadership program provides mentoring and case management, and Law program provides law-related curriculum to justice-involved youths
StarVista Insights	Insights	Provides substance use treatment and family counseling for youths on probation
JPCF PROGRAM	SHORT NAME	DESCRIPTION
Boys and Girls Clubs of the Peninsula	BGCP	Provides mentoring services and enrichment activities to at-risk youths
Community Legal Services in East Palo Alto	CLSEPA	Provides legal consultation/representation for youths and families
Fresh Lifelines for Youth	FLY	Leadership program provides mentoring and case management, and Law program provides law-related curriculum to at-risk youths
StarVista Strengthen Our Youth	SOY	Provides group and individual counseling to at-risk middle and high school students Provides parenting workshops
YMCA of San Francisco School Safety Advocates	YMCA	Provides school safety advocates to create safe environments on school campuses
Probation Parent Programs	PPP	Provides parenting education to parents of youths on probation

Note: FLY is funded under both JJCPA and JPCF funding streams; within those two funded streams, FLY participants can participate in both Law and Leadership programs.

COVID-19 Pandemic Impact on San Mateo Probation

In March 2020, San Mateo County, along with the nine bay area counties, declared a local health emergency in response to the COVID-19 pandemic. With this declaration came a Shelter-In-Place (SIP) Order, which stipulated that all residents must stay home or at their place of residence, except for permitted work, local shopping, or other permitted errands.

To conform with the SIP Order, the San Mateo County Probation Department (Probation) adopted measures such as allowing almost 70% of the staff (excluding those working in the Youth Services Center– Juvenile Hall and Camp Kemp) to work from home. Additional measures included the following:

Department-wide

- Restricted office activities to essential services
- Reduced onsite essential workforce to a skeleton crew while using telework from home for remaining staff not onsite
- Suspended all in-person training
- Suspended out-of-town training and conferences, unless social distancing requirements are met
- Modified in-person department meetings when social distancing requirements cannot be met by using Microsoft Teams meetings
- Closed offices in East Palo Alto and South San Francisco until further notice (relocated those services considered essential to Redwood City and the Youth Services Center in San Mateo)
- Implemented enhanced social distancing practices in the lobbies and by those working onsite

Juvenile Supervision Services

- Suspended all non-essential field operations
- Modified face-to-face interviews of juveniles to phone interviews, including JAIS for risk and needs
- Restricted face-to-face client contacts in the office (e.g., chemical testing conducted on a case-by-case basis only)
- Suspended court-ordered programs for youths, such as the Community Care Program and Victim Impact Awareness Program
- Suspended electronic monitoring for youths, except for those with pre-existing court orders

Institutions (Youth Services Center-Juvenile Hall and Camp Kemp) Services

- Per the Board of State and Community Corrections (BSCC) order, restricted Youth Services Center-Juvenile Hall bookings to warrants, transfer-in cases, placement youth, and Welfare and Institutions Code 707(b) offenses or those offenses deemed to pose an immediate safety risk to the community
- Suspended all face-to-face visits, except for professional legal visits and visits from other county agencies conducting essential business
- Increased the minimum number of telephone calls detained youths may make, with special consideration given to youths experiencing increased anxiety or trauma because of COVID-19 precautions
- Implemented video court hearings for youths in custody
- Implemented video visits for parents and detained youths
- Modified CBO-led programs and classes through online resources

Juvenile Traffic Court

- Closed Juvenile Traffic Court and suspended traffic hearings

Contracted Community Based Organizations (CBOs)

- Conversion of in-person CBO services to phone/virtual meetings, including the implementation of the CANS assessments:
- To assist CBOs in the new virtual service delivery model, contract amendments were executed to accommodate cancelled classes, such as the Victim Impact Awareness program sessions, as well as new program services that can assist parents coping with multiple demands during the pandemic.

In June 2020, Probation implemented its remobilization plan to slowly allow staff to return onsite. All Probation staff were issued Personal Protective Equipment (PPE) and are expected to adhere to stricter social distancing protocols, as recommended by the San Mateo County Health Officer.

Some data collection activities at the end of the FY were delayed, particularly data held at schools. All CBOs except for Acknowledge Alliance were able to comply and fulfill the required data requests before the FY 2019-20 reporting deadline.

Phoenix Reentry Program (PREP) Launch

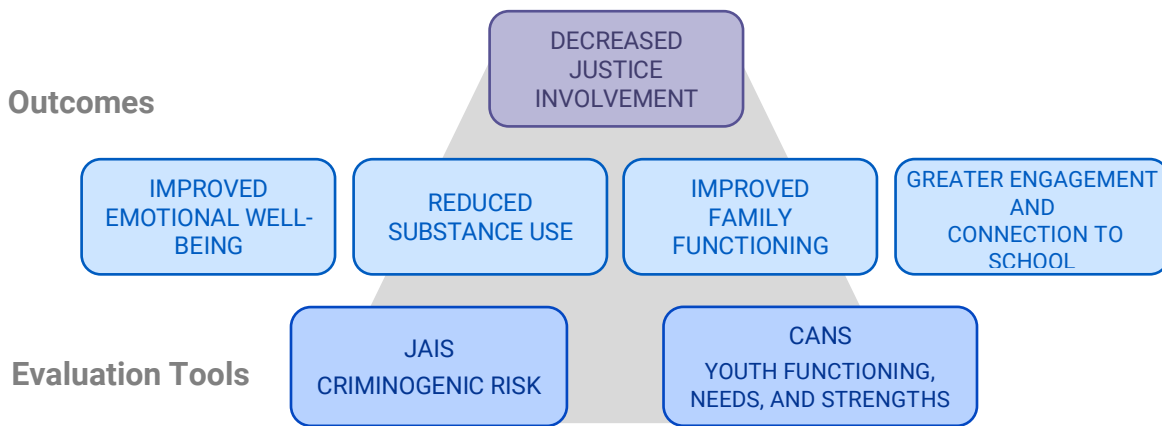
Launched in November 2019, PREP was designed to help youths attain successful reentry into their communities through the work of multidisciplinary teams who develop individualized case plans for eligible youths. Probation is invested in actively providing supports to youths to successfully reenter their communities upon release from custody. The PREP team is rigorously exploring avenues to identify youths who will benefit from this program, including evaluating post-adjudicated youths for reentry services on a case-by-case basis to provide enhanced multidisciplinary case planning and benefits such as temporary releases, access to a dedicated PREP program space in the facility, and connections to partnering service providers. Furthermore, Deputy Probation Officers are seeking court orders under Welfare & Institutions Code 778 to allow PREP the leverage to assist and accompany those youths out of the facility for reentry purposes. For example, one youth was granted temporary release to be taken to the DMV to obtain an Identification Card he will need prior to his transition home. Other prosocial activities such as school, military recruitment, job seeking, leadership programs, other community resources, etc. will be included.

Currently, due to the COVID-19 crisis, these efforts remain on pause. However, the PREP team is designing a more robust reentry plan for all post-adjudicated youths who do not necessarily qualify for PREP but who wish to use the full services and benefits of the program.

Evaluation Design and Methodology

Probation modified its evaluation plan and implemented changes to its desired outcome and evaluation tools for the 2016-2020 Local Action Plan.³ Probation uses the Juvenile Assessment and Intervention System (JAIS) and the Child Adolescent Needs and Strengths (CANS) tools for its contracted community-based organizations to provide a standard measure of criminogenic risk, life functioning, and other areas of need—as well as strengths—while informing program activities and decisions in the service of decreasing justice involvement for all youths. The following section details the evaluation design and methodology that was used for the FY 2019-20 evaluation.

Figure 2. FY 2019-20 Evaluation Plan



Desired Outcomes

Desired outcomes were revised in FY 2015-16 to shift emphasis from developmental assets to highlight the importance of young people’s emotional well-being, resulting in the following desired outcomes for youths:

- Improved emotional well-being
- Reduced substance use
- Improved family functioning
- Increased engagement in and connection to school
- Decreased justice involvement

Evaluation Tools

JAIS – Juvenile Assessment and Intervention System

The JAIS is a widely used criminogenic risk, strength, and needs assessment tool that assists in the effective and efficient supervision of youths, both in institutional settings and in the community. It has been validated across ethnic and gender groups. The JAIS consists of a brief prescreen assessment (JAIS Risk), in addition to full assessment and reassessment components

³The Welfare and Institutions Code requires Juvenile Probation departments to update their Local Action Plan every five years.

(JAIS Assessment and JAIS Reassessment). Each assessment has two form options based on the youth's gender. Probation has elected to administer the JAIS to all youths in institutions as well as community programs. Use of the JAIS tool within Probation since FY 2014-15 provided data on youth risk to recidivate or commit new crimes as well as to assist in developing case plans for youths in the Probation system. Adding the completion of the JAIS for all youths in the community contributed to the department's knowledge of the risk level of youths receiving services.

CANS – Child and Adolescent Needs and Strengths

The CANS is a multi-purpose tool developed for children's services to support decision-making in determining level of care and service planning, to facilitate quality improvement initiatives, and to allow outcome monitoring. The CANS consists of multiple items scored on a 4-point scale of 0-3, with a score of 2 or 3 indicating an actionable need. The assessment is grouped into the following stand-alone modules: Youth Strengths, Risk Behaviors, Behavioral/Emotional Needs, Life Functioning, Caregiver Strengths and Needs, and Acculturation.

In FY 2015-16, Probation programs began using CANS to help understand the level of care that youths need, as well as to measure incremental changes in the needs of youths over time. Additionally, the CANS is intended to help providers identify which areas should be addressed in a youth's case plan.

Data Collection

The following section details the process undertaken by Probation and ASR to monitor and collect data from programs internal and external to Probation. Programs funded by Probation monitor their service delivery and report client, service, and outcome data to the department and ASR. The methods and tools used to collect this data are described below.

Clients and Services

Funded programs collected and entered two pieces of client level data. First, programs collected demographic information on clients, including:

- Date of birth
- Gender
- Race and ethnicity
- City and zip code of residence

Second, funded programs summarized the services received by youths. These measures included:

- Service type (e.g., group counseling, individual counseling, parenting education, etc.)
- Length of time a youth was served (e.g., program entry and exit dates)
- Number of hours of service
- Reason for exiting the program

Together, the demographic and service datasets provided relevant information about the characteristics of clients receiving services, their length of involvement in services, and the impact of involvement of specific services.

Criminogenic Risk

Funded programs have been assessing the risk level and determining the level of need of youths taking part in their programs using the JAIS since FY 2014-15. Using the JAIS provided an initial indicator of recidivism risk for youths in programs funded by Probation, consisting of eight questions for girls and ten questions for boys, which yields an overall risk level of low, moderate, or high.

JJCPA-funded programs also collected data on several other risk-related indicators, including whether a youth had any of the following indicators at program entry:

- An alcohol or drug problem
- An attendance problem
- A suspension or expulsion in the past year

Youth Functioning Outcomes

FY 2019-20 marked the fourth year that the CANS was implemented by programs for the entire fiscal year, providing Probation the opportunity to assess change over time using CANS follow-up data at the conclusion of services. Each program completed a distinct set of CANS modules according to its specific youth population and program offerings.

JJCPA Juvenile Justice Outcomes

JJCPA-funded programs report data on the following six justice-related outcomes for youths:

- Arrest rate
- Detention rate
- Probation violation rate
- Probation completion rate
- Court-ordered restitution completion rate
- Court-ordered community service completion rate

Prior to FY 2016-17, these six outcomes were mandated by the Board of State and Community Corrections. Although these outcomes are no longer mandated, Probation has elected to report on these outcomes at 180 days post-entry, as they provide rich data on system-involved youths. The past year's cohort of youths whose six-month milestone occurred in FY 2018-19 served as the comparison or reference group to interpret FY 2019-20 outcomes.

JJCPA and JPCF Program-Specific Outcomes

Many programs elected to collect their own program-specific outcome data. Short summaries of these results are presented in this report and in further detail in each program's individual report.

Evaluation Findings

Client Profile

In FY 2019-20, JJCPA and JPCF-funded programs served a combined total of 1,269 unduplicated clients, including 1,224 youths, 19 caregivers, and 45 families, a reduction of 25% primarily from FY 2018-19. Both the JJCPA and JPCF client total dropped in FY 2019-20. These effects can be seen across all programs, with a drop in the percentage of clients served by program across all programs, except Acknowledge Alliance, which served 25% more youths in FY 2019-20. This decrease may be attributed to the Shelter-In Place Order's impact on the accessibility of services.

As shown in Table 5, JJCPA and JPCF-funded programs each served one-half of all clients served (49% and 51%, respectively). The majority of JJCPA youths were served by Acknowledge Alliance and Assessment Center, while the majority of JPCF youths were served by YMCA and FLY, similar to FY 2018-19.

Table 5. Number and Percentage of Clients Served by Program

JJCPA PROGRAMS	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 19-20 % OF TOTAL	% CHANGE FY 18-19 TO FY 19- 20
Acknowledge	162	172	249	312	50%	25%
Assessment	344	224	202	144	23%	-29%
FPP	61	32	36	29	5%	-19%
FLY	90	414	52	46	7%	-12%
Insights	91	101	107	92	15%	-14%
JJCPA Total	748	943	646	623	49%	-4%
JPCF PROGRAMS	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 19-20 % OF TOTAL	% CHANGE FY 18-19 TO FY 19-20
BGCP	1,088	115	93	86	13%	-8%
CLSEPA	98	1	45	45	7%	0%
FLY	--	--	398	187	29%	-53%
SOY	102	189	224	86	13%	-62%
YMCA	384	218	225	224	35%	-.4%
PPP	52	64	52	19	3%	-63%
JPCF Total	1,760	587	1,037	647	51%	-38%
TOTAL	2,508	1,530	1,680	1,269	100%	-25%

Note: JJCPA and JPCF client totals sum to 1,270 rather than the 1,269 listed because one youth in FLY was funded by both JJCPA and JPCF and is represented in both funding streams.

Client Demographic Characteristics

Race/ethnicity information was available for 1,199 youths and parents served during FY 2019-20. As shown in Table 6, 66% of clients served by JJCPA and JPCF-funded programs identified as Hispanic/Latino, 12% identified as Asian/Pacific Islander, and 10% identified as White/Caucasian.

Table 6. Race/Ethnicity Profile

JJCPA PROGRAMS	Hispanic/Latino	White/Caucasian	Black/African American	Asian/Pacific Islander	Multi-Racial/Ethnic	Other
Acknowledge	73%	8%	5%	6%	7%	2%
Assessment	65%	20%	2%	14%	0%	0%
FPP	79%	7%	7%	7%	0%	0%
FLY	75%	7%	5%	9%	5%	0%
Insights	59%	10%	2%	8%	20%	2%
JJCPA Total	69%	11%	4%	8%	7%	1%
JPCF PROGRAMS	Hispanic/Latino	White/Caucasian	Black/African American	Asian/Pacific Islander	Multi-Racial/Ethnic	Other
BGCP	93%	0%	4%	3%	1%	0%
CLSEPA	86%	4%	2%	4%	0%	4%
FLY	64%	8%	6%	9%	6%	7%
SOY	46%	12%	0%	32%	5%	4%
YMCA	50%	12%	3%	24%	9%	1%
PPP	54%	23%	0%	15%	0%	8%
JPCF Total	62%	9%	3%	16%	6%	3%
TOTAL	66%	10%	4%	12%	6%	2%

JJCPA total n=608, Acknowledge Alliance n=302, Assessment Center n=141, FPP n=29, FLY n=44, Insights n=92. JPCF total n=591, BGCP n=80, CLSEPA n=45, FLY n=162, SOY n=74, YMCA n=217, PPP n=13. Note: Percentages may not total 100 due to rounding.

The majority of clients with available data identified as male (58%), and the average age of the youth was 16 years old (see Table 7). JJCPA program clients were more likely to be male and older than JPCF program clients. On average, YMCA tended to serve the youngest youths (13.3 years old), and StarVista Insights tended to serve the oldest youths (17.4 years old).

Table 7. Gender and Age Profile

JJCPA PROGRAMS	MALE	FEMALE	Transgender/ Other	AVERAGE AGE OF YOUTH
Acknowledge	49%	51%	1%	16.8
Assessment	71%	29%	0%	16.0
FPP	97%	3%	0%	16.1
FLY	89%	11%	0%	17.2
Insights	91%	8%	1%	17.4
JJCPA Total	65%	34%	1%	16.7
JPCF PROGRAMS	MALE	FEMALE	Transgender/ Other	AVERAGE AGE OF YOUTH
BGCP	39%	61%	0%	14.9
CLSEPA	56%	44%	0%	-
FLY	62%	37%	1%	17.1
SOY	33%	61%	6%	16.4
YMCA	50%	49%	1%	13.3
PPP	31%	69%	0%	16.9
JPCF Total	50%	49%	1%	15.2
TOTAL	58%	41%	1%	16.0

JJCPA total n=615-620, Acknowledge Alliance n=304-311, Assessment Center n=144, FPP n=29, FLY n=45-46, Insights n=91-92. JPCF total n=589-620, BGCP n=84-86, CLSEPA n=0-45, FLY n=180-182, SOY n=72-86, YMCA n=224, PPP n=13. Note: Age information for children of clients served by CLSEPA was not available. The average parent age for CLSEPA was 36 years old. Percentages may not total 100 due to rounding.

Region and City of Residence

The number of San Mateo County residents participating in funded programs decreased by 12% compared to the previous fiscal year. As shown in Table 8 and Figure 3, 44% of clients resided in the South County and 32% resided in North County. The cities with the largest concentrations of clients were Redwood City (n=303), San Mateo (n=181), South San Francisco (n=173), Daly City and East Palo Alto (n=155 each).

Table 8. Region and City of Residence for Participating Clients

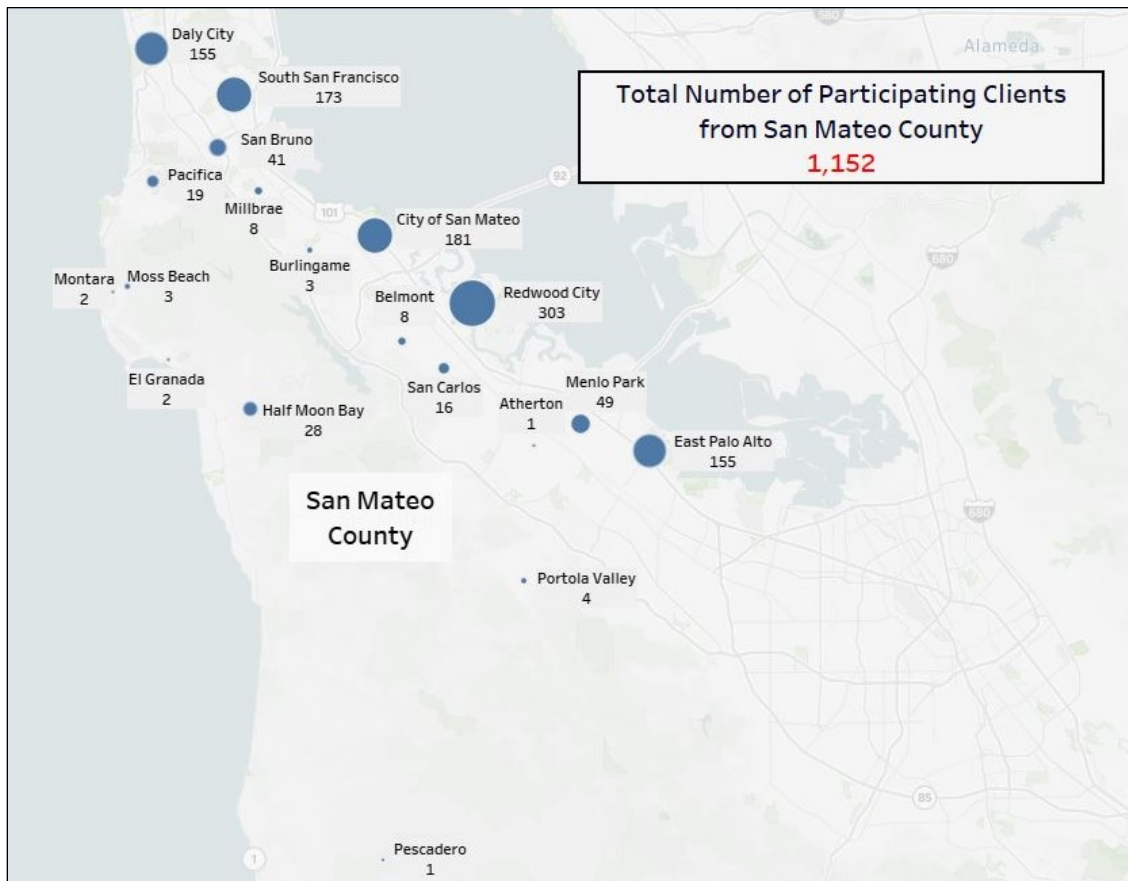
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
NORTH SUBTOTAL	607	377	558	485	369
Brisbane	0	2	1	1	0
Colma	2	1	3	3	0
Daly City	231	121	218	207	155
San Bruno	58	32	54	52	41
South San Francisco	316	221	282	222	173
COAST SUBTOTAL	80	64	89	49	55
El Granada	8	9	9	5	2
Half Moon Bay	39	27	33	11	28
La Honda/Loma Mar/Pescadero/San Gregorio	0	3	0	2	1
Montara	2	1	1	0	2
Moss Beach	10	10	8	5	3
Pacifica	21	14	38	26	19
MID SUBTOTAL	293	335	266	216	216

Evaluation Findings

	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Belmont	20	29	14	10	8
Burlingame	13	4	16	7	3
Foster City	11	58	5	0	0
Hillsborough	0	14	0	0	0
Millbrae	9	7	8	7	8
San Carlos	7	16	12	13	16
San Mateo	233	207	211	179	181
SOUTH SUBTOTAL	589	1,388	590	552	512
Atherton	0	0	0	0	1
East Palo Alto	298	642	260	229	155
Menlo Park	69	173	42	55	49
Portola Valley/Woodside	0	1	5	5	4
Redwood City	222	572	283	263	303
TOTAL	1,569	2,164	1,503	1,302	1,152

Note: Does not include the 26 youths living out of county and 91 with missing city/zip data (this includes unavailable residency information for 45 clients served by CLSEPA).

Figure 3. Number of Participating Clients by City on Map



Services Provided

Length of Participation and Hours of Service

For school-based programs (e.g., YMCA, BGCP, Acknowledge Alliance, and SOY), youths exit the program when the school year ends. Youths who were still enrolled in the program on the final day of the fiscal year, June 30, 2020, were assigned that date as their exit date. In addition, youths enrolled in a program (e.g., Acknowledge Alliance) that stopped services due to COVID-19-related school closures were assigned the last date of service as their exit date. For other youths, an exit date may mean that they completed the program or dropped out.

As shown in Tables 9 and 10, the average length of participation ranged from less than two months (Assessment Center) to more than 11 months (FPP), and the average hours of service provided per client ranged from 3.6 hours for YMCA to 27.5 hours for BGCP, reflecting differences in service dosage and duration. Seven programs observed a slight increase in service duration compared with last year, whereas three programs, including Assessment Center, BGCP, and YMCA, showed a decrease.

Table 9. Average Number of Months in Program

JJCPA PROGRAMS	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Acknowledge	3.5	4.3	3.6	3.7	4.1
Assessment	2.4	2.0	2.6	3.8	1.5
FPP	6.0	10.7	13.4	6.8	11.7
FLY	6.6	N/A	3.4	3.4	4.2
Insights	3.2	4.1	4.3	5.1	5.7
JPCF PROGRAMS	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
BGCP	N/A	N/A	8.9	9.6	7.5
CLSEPA	1.4	6.8	12.0	--	4.0
FLY	Was not funded by JPCF in prior fiscal years			2.8	3.3
SOY	4.8	3.7	4.6	3.5	7.2
YMCA	4.8	3.9	4.1	6.4	5.0
PPP	1.8	1.8	1.8	1.6	2.8

JJCPA: Acknowledge Alliance n=312, Assessment Center n=144, FPP n=29, FLY n=46, Insights n=92.
 JPCF: BGCP n=86, CLSEPA n=45, FLY n=187, SOY n=86, YMCA n=224, PPP n=13.

Table 10. Average Hours of Service Received per Client

JJCPA PROGRAMS	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Acknowledge	13.6	8.9	11.8	8.8	13.8
Assessment	---	---	---	---	---
FPP	---	---	---	---	---
FLY	44.5	22.8	15.2	11.8	15.6
Insights	13.2	14.3	15.3	16.5	16.6
JPCF PROGRAMS	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
BGCP	73.0	N/A	31.9	44.0	27.5
CLSEPA	8.1	11.5	43.5	6.8	4.8
FLY	--	--	--	8.5	12.0
SOY	12.4	12.8	7.5	5.8	19.5
YMCA	10.1	--	--	3.1	3.6
PPP	17.5	17.3	12.5	12.7	10.5

JJCPA: Acknowledge Alliance n=312, Assessment Center n=0, FPP n=0, FLY n=46, Insights n=92. JPCF: BGCP n=86, CLSEPA n=45, FLY n=187, SOY n=86, YMCA n=224, PPP n=12. Note: Units of service data in hours were unavailable for Assessment Center and FPP.

Four programs (Acknowledge, Insights, FLY, and SOY) provided more hours of service for a longer period on average per client compared with FY 2018-19. The increases may be an artifact of the COVID-19 pandemic and/or the increased demand for more intensive services to address behavioral and emotional needs of clients in the programs able to serve them through the pandemic.

Evidence-Based Practices

For several years, San Mateo Probation has prioritized the use of evidence-based practices (EBPs) among its contracted service providers. As part of the ASR-led evaluation beginning in 2017, all JJCPA and JPCF-funded programs have been subject to a formal assessment of the evidence base supporting these programs.

To conduct the assessment for FY 2019-20, each provider was asked to list the practices and curricula of its JJCPA and JPCF-funded programs used in the last year. ASR added any new catalogued practices reported in FY 2019-20 to the list and conducted a thorough search of evidence-based practice clearinghouses and empirical sources to determine which programs could be labeled “evidence-based” and which should be considered “promising practices.” Shared practices among many programs include trauma-informed care, Motivational Interviewing, and Seeking Safety.

Tables 11 through 16 detail the practices used in FY 2019-20 by JJCPA and JPCF-funded programs, along with a quality rating of the supporting evidence for effectiveness. An explanation of how each practice is implemented can be found in each organization’s individual program report. For a complete list of clearinghouses used to evaluate the practices provided, please see Appendix II.

Table 11. Practices Implemented by Acknowledge Alliance

PRACTICE	RATING
Psychodynamic Psychotherapy	Evidence-based practice according to empirical evidence. ⁴
Trauma-Informed Practice	Evidence-based practice according to SAMHSA. ⁵
Cultural Sensitivity	Although cultural sensitivity is not recognized as an evidence-based or promising practice on its own, it is recognized as an important factor for social-emotional learning in school-age environments. ⁶

Table 12. Practices Implemented by FLY Law and Leadership Programs

PRACTICE	RATING
Law Related Curriculum	Although it incorporates the evidence-based practice of Cognitive Behavioral Therapy, it is not a nationally recognized evidence-based or promising practice.
Social-Emotional Learning (SEL)	Although not recognized as an evidence-based or promising practice on its own, many recognized evidence-based SEL programs and evidence-based instruction feature SEL.
Trauma Informed Care	Evidence-based practice according to SAMHSA. ⁷
Motivational Interviewing	Evidence-based practice according to the Center for Evidence-Based Practices ⁸

⁴ 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>.

⁵ SAMHSA's Concept of Trauma and Guidance for a Trauma-Informed Approach (2014), p10. Pub ID#: SMA14-4884.) <https://store.samhsa.gov/shin/content/SMA14-4884/SMA14-4884.pdf>

⁶ Barnes, T.; McCallops, K. (2018). *The Importance of Cultural Competence in Teaching Social and Emotional Skills*. Retrieved from <http://rwjf-newconnections.org/blog/importance-of-cultural-competence-in-teaching-social-and-emotional-skills/>

⁷ SAMHSA. (2014). *SAMHSA's Concept of Trauma and Guidance for a Trauma-Informed Approach*, p10. Pub ID#: SMA14-4884. <https://store.samhsa.gov/shin/content/SMA14-4884/SMA14-4884.pdf>

⁸ Center for Evidence-Based Practices (2018). *Motivational Interviewing*. Case Western Reserve University. Retrieved from <https://www.centerforebp.case.edu/practices/mi>

Table 13. Practices Implemented by StarVista Insights

PRACTICE	RATING
Seeking Safety	Promising research evidence according to The California Evidence-Based Clearinghouse for Child Welfare, with a rating of 3 on a scale from 1 to 5 (with 1 as well-supported with evidence and 5 as concerning). ⁹
Motivational Enhancement Therapy (MET)	Noted as evidence-based by program but could not be confirmed. MET uses evidence-based motivational interviewing, but the Office of Justice Programs rates the use of motivational interviewing for juvenile substance abuse as having “no effect” for clients age 14-19. ¹⁰
Mindfulness-Based Substance Abuse Treatment (MBSAT)	A promising practice based upon scientific literature. ¹¹

Table 14. Practices Implemented by StarVista SOY

PRACTICE	RATING
Seeking Safety	Promising research evidence according to The California Evidence-Based Clearinghouse for Child Welfare, with a rating of 3 on a scale from 1 to 5 (with 1 as well-supported with evidence and 5 as concerning). ¹²
Dialectical Behavior Therapy (DBT)	Evidence-based therapeutic modality for borderline Personality Disorder and Substance Use Disorder according to empirical evidence. ¹³
Girls Circle	One Circle Foundation self-reports an evidence-base and is currently being evaluated. The program incorporates some evidence-based practices such as Cognitive Behavioral Therapy and Motivational Interviewing. ¹⁴
The Council for Boys and Young Men	One Circle Foundation self-reports as research-based with promising findings and is currently undergoing evaluation. The program incorporates some evidence-based practices such as Cognitive Behavioral Therapy and Motivational Interviewing. ¹⁵
Trauma Informed Systems	Evidence-based practice according to SAMHSA. ¹⁶

⁹ <https://www.cebc4cw.org/program/seeking-safety-for-adolescents/>

¹⁰ <https://www.crimesolutions.gov/ProgramDetails.aspx?ID=180>

¹¹ Marcus, M. T., & Zgierska, A. (2009). *Mindfulness-Based Therapies for Substance Use Disorders: Part 1 (Editorial)*. *Substance Abuse: Official Publication of the Association for Medical Education and Research in Substance Abuse*, 30(4), 263. <http://doi.org/10.1080/08897070903250027>

¹² <https://www.cebc4cw.org/program/seeking-safety-for-adolescents/>

¹³ Chapman, A. L. (2006). *Dialectical Behavior Therapy: Current Indications and Unique Elements*. *Psychiatry (Edgmont)*, 3(9), 62–68. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2963469/pdf/PE_3_9_62.pdf

¹⁴ <https://onecirclefoundation.org/Programs.aspx>

¹⁵ <https://onecirclefoundation.org/Programs.aspx>

¹⁶ SAMHSA. (2014). *SAMHSA's Concept of Trauma and Guidance for a Trauma-Informed Approach*, p10. Pub ID#: SMA14-4884. <https://store.samhsa.gov/shin/content/SMA14-4884/SMA14-4884.pdf>

Table 15. Practices Implemented by BGCP

PRACTICE	RATING
Youth Development Framework for Practice	Evidence-based framework based upon empirical evidence. ¹⁷
Transtheoretical Model (Stages of Change Model) and Motivational Interviewing	An evidence-based model based on empirical evidence, and motivational interviewing is an evidence-based practice according to the Center for Evidence-Based Practices ^{18,19}
Trauma-Informed Care	Evidence-based practice according to SAMHSA. ²⁰
Internal and External Developmental Assets Framework	Evidence-based framework based upon empirical evidence. ²¹
Growth Mindset	Research-based practice based upon empirical evidence. ²²
Consortium on Chicago School Research	Not an evidence-based or promising practice or framework
Multi-Tiered System of Support (MTSS)	MTSS is a framework in which evidence-based practices can be implemented. ²³
Pre-Referral Intervention	Not an evidence-based framework

Table 16. Practices Implemented by YMCA

PRACTICE	RATING
Mindfulness-Based Substance Abuse Treatment	A promising practice based on empirical evidence. ²⁴
Girls United	Not a nationally recognized evidence-based or promising practice.
CALM Communication and Life Skills Management	Not a nationally recognized evidence-based or promising practice, but the Cognitive Behavioral Therapy and Aggression Replacement Treatment components of the program are nationally recognized evidence-based treatments. ^{25,26}

¹⁷ Benson, P. L. et al. (2011). *The contribution of the developmental assets framework to positive youth development theory and practice*. Search Institute, Minneapolis, Minnesota, USA. <https://doi.org/10.1016/B978-0-12-386492-5.00008-7>

¹⁸ LaMorte, W. W. (2018). *The Transtheoretical Model (Stages of Change)*. Boston University School of Public Health. Retrieved from [http://sphweb.bumc.bu.edu/otlt/MPH-](http://sphweb.bumc.bu.edu/otlt/MPH-Modules/SB/BehavioralChangeTheories/BehavioralChangeTheories6.html)

[Modules/SB/BehavioralChangeTheories/BehavioralChangeTheories6.html](http://sphweb.bumc.bu.edu/otlt/MPH-Modules/SB/BehavioralChangeTheories/BehavioralChangeTheories6.html)

¹⁹ Center for Evidence-Based Practices (2018). *Motivational Interviewing*. Case Western Reserve University. Retrieved from <https://www.centerforebp.case.edu/practices/mi>

²⁰ SAMHSA. (2014). *SAMHSA's Concept of Trauma and Guidance for a Trauma-Informed Approach*, p10. Pub ID#: SMA14-4884. <https://store.samhsa.gov/shin/content/SMA14-4884/SMA14-4884.pdf>

²¹ Benson, P. L. et al. (2011). *The contribution of the developmental assets framework to positive youth development theory and practice*. Search Institute, Minneapolis, Minnesota, USA. <https://doi.org/10.1016/B978-0-12-386492-5.00008-7>

²² 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>.

<http://psycnet.apa.org/record/1998-04530-003>.

²³ <https://intensiveintervention.org/tools-charts/levels-intervention-evidence>

²⁴ Marcus, M. T., & Zgierska, A. (2009). *Mindfulness-Based Therapies for Substance Use Disorders: Part 1 (Editorial)*.

Substance Abuse: Official Publication of the Association for Medical Education and Research in Substance Abuse, 30(4),

263. <http://doi.org/10.1080/08897070903250027>

²⁵ <https://www.mayoclinic.org/tests-procedures/cognitive-behavioral-therapy/about/pac-20384610>

²⁶ <http://www.episcenter.psu.edu/ebp/ART>

PRACTICE	RATING
Dialectical Behavioral Therapy (DBT)	Evidence-based therapeutic modality for borderline Personality Disorder and Substance Use Disorder according to empirical evidence ²⁷
Neurosequential Model of Therapeutics (NMT)	Evidence-based model according to empirical evidence ²⁸
Seeking Safety	Promising research evidence according to The California Evidence-Based Clearinghouse for Child Welfare (CEBC), with a rating of 3 on a scale from 1 to 5 (with 1 as well-supported with evidence and 5 as concerning) ²⁹
Art Therapy	Promising practice according to empirical evidence. Four RCTs included were of children or adolescents; two studies showed some significant positive effects and two showed improvement from baseline but no significant differences between groups ³⁰
Motivational Interviewing	An evidence-based practice according to the Center for Evidence-Based Practices ³¹
Trauma-Informed System	Evidence-based practice according to SAMHSA ³²
Internal Family Systems (IFS)	The Center for Self Leadership & Foundation for Self Leadership reported that IFS was an evidence-based practice listed on the now defunct National Registry of Evidence-Based Programs and Practices, but the evidence-base could not be confirmed elsewhere and is no longer available through SAMHSA.
Attachment, Regulation, and Competency (ARC)	Not yet rated by the CEBC, as there is not enough peer-reviewed evidence to make an informed judgement ³³
Acceptance Commitment Therapy (ACT)	Rated as Effective by the National Institute of Justice partner violence for those aged 19 to 67. ³⁴ The practice has not been evaluated for juveniles, although it appears on the Office for Juvenile Justice and Delinquency Prevention’s Model Programs Guide. ³⁵
Partners for Change Outcome Management System (PCOMS)	Noted as an evidence-based practice listed on the now defunct National Registry of Evidence-Based Programs and Practices and is no longer available through SAMHSA. Elsewhere classified as a research-based intervention. ³⁶

²⁷ Chapman, A. L. (2006). *Dialectical Behavior Therapy: Current Indications and Unique Elements*. *Psychiatry (Edgmont)*, 3(9), 62–68. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2963469/pdf/PE_3_9_62.pdf

²⁸ 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.

²⁹ <https://www.cebc4cw.org/program/seeking-safety-for-adolescents/>

³⁰ Uttley L, Scope A, Stevenson M, et al. *Systematic review and economic modelling of the clinical effectiveness and cost-effectiveness of art therapy among people with non-psychotic mental health disorders*. Southampton (UK): NIHR Journals Library; 2015 Mar. (Health Technology Assessment, No. 19.18.) Chapter 2, *Clinical effectiveness of art therapy: quantitative systematic review*. Available from: <https://www.ncbi.nlm.nih.gov/books/NBK279641/>

³¹ Center for Evidence-Based Practices (2018). *Motivational Interviewing*. Case Western Reserve University. Retrieved from <https://www.centerforebp.case.edu/practices/mi>

³² SAMHSA’s Concept of Trauma and Guidance for a Trauma-Informed Approach (2014), p10. Pub ID#: SMA14-4884.) <https://store.samhsa.gov/shin/content/SMA14-4884/SMA14-4884.pdf>

³³ <http://www.cebc4cw.org/program/attachment-regulation-and-competency-arc-system/detailed>

³⁴ <https://www.crimesolutions.gov/ProgramDetails.aspx?ID=592>

³⁵ <https://www.ojjdp.gov/mpg/Program>

³⁶ http://www.wsipp.wa.gov/ReportFile/1713/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

Criminogenic Risk: JAIS Assessment

Funded programs assessed criminogenic risk of youths using the JAIS. As shown in Table 17, 73% of all clients scored Low on the criminogenic risk scale, with 22% at Moderate risk and 4% at High risk. Similar to the past few years, JJCPA programs served higher risk youths when compared against JAIS initial assessment outcomes for JPCF youths. Nearly all youths (94%) in JPCF programs received Low risk ratings, while approximately one-half (49%) of youths in JJCPA programs received Low risk ratings.

Table 17. Criminogenic Risk Levels Using the JAIS

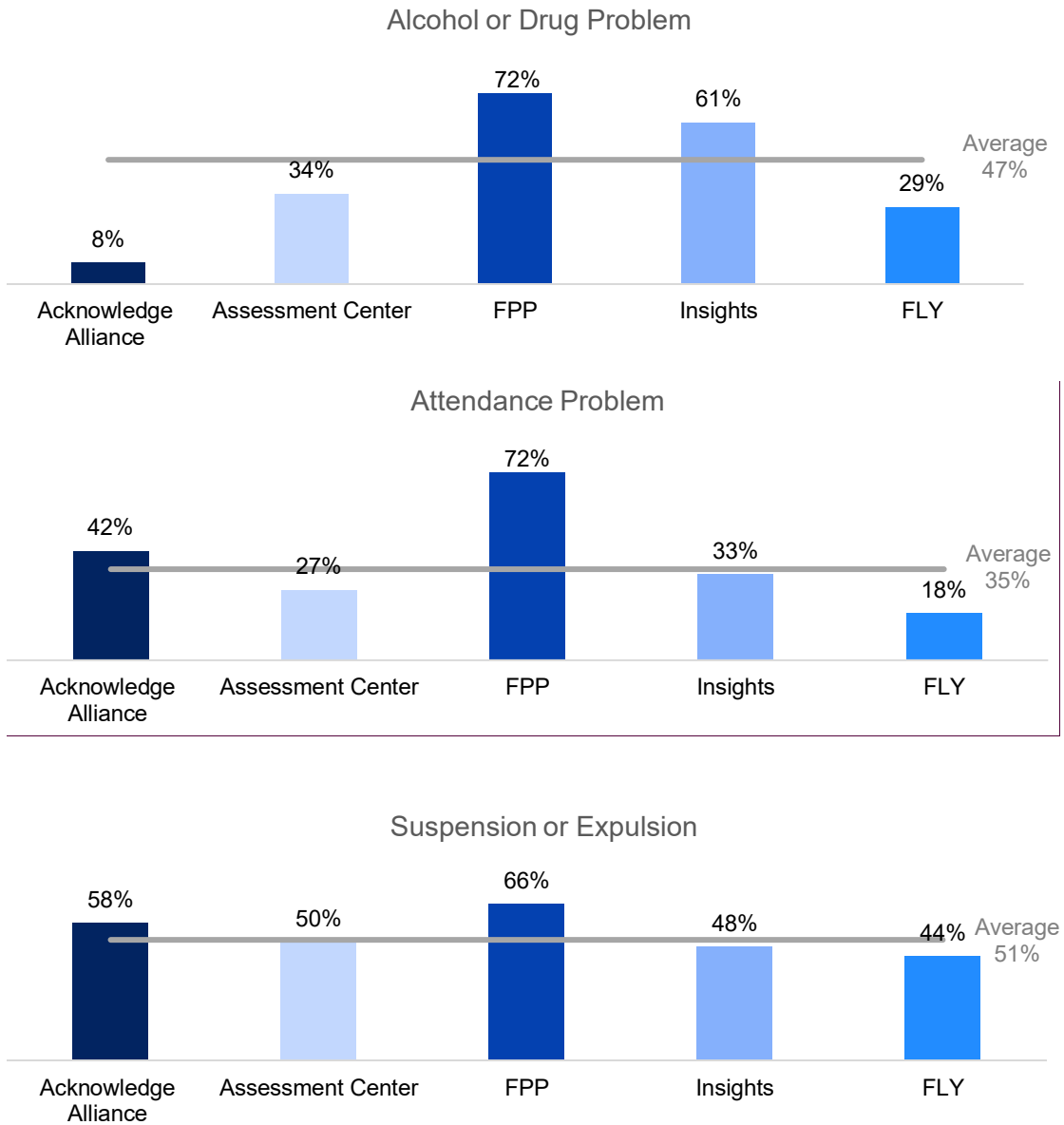
JJCPA PROGRAMS	N	LOW RISK	MODERATE RISK	HIGH RISK
Acknowledge	51	61%	39%	0%
Assessment	104	60%	37%	4%
FPP	26	35%	39%	27%
FLY	14	36%	64%	0%
Insights	69	33%	49%	17%
JJCPA Total	264	49%	42%	9%
JPCF PROGRAMS	N	LOW RISK	MODERATE RISK	HIGH RISK
BGCP	61	100%	0%	0%
FLY	23	78%	17%	4%
SOY	96	89%	12%	0%
YMCA	136	97%	3%	0%
JPCF Total	316	94%	6%	<1%
TOTAL	580	73%	22%	4%

Note: Eight of the ten programs provided initial JAIS Boys Risk or JAIS Girls Risk assessment results. FPP provided JAIS Risk, Assessment, and Reassessment data. CLESPA does not administer the JAIS. Percentages may not total 100 due to rounding.

Other Risk Indicators

JJCPA programs collected additional risk-related indicators, including whether a youth had any of the following at program entry: an alcohol or drug problem, an attendance problem, or a suspension or expulsion in the past year. As shown in Figure 4, JJCPA programs varied in the degree of risk presented by program youths at program entry. Across all programs (the gray bars in the next figure), 47% of youths had an alcohol or drug problem upon entry, 35% had an attendance problem, and 51% had been suspended or expelled in the past year. As might be expected due to the nature of their services, FPP served youths with the greatest risk regarding alcohol or drug problem and attendance problem at entry (72%), and suspension or expulsion (66%).

Figure 4. Risk Indicators at Program Entry by JJCPA Program



FY 2019-20 All programs n=229, Acknowledge Alliance n=12, Assessment Center n=70, FPP n=29, Insights n=84, FLY n=34.

Youth Strengths and Service Needs: CANS Assessment

Funded programs have assessed youths using the CANS since January 2016. The CANS consists of seven core needs and strengths modules and four secondary modules with items scored on a 4-point scale (Scale: 0 to 3; score of 2 or 3 indicates an actionable need) as shown in the next table.

Table 18. Modules on the Child Adolescent Needs and Strengths (CANS) Assessment

MODULES	NUM. OF ITEMS	DESCRIPTION	ORGANIZATIONS
Core Modules			
Youth Strengths	12	Assets that can be used to advance healthy development: 0 or 1 ratings indicate a potential strength, whereas 2 or 3 indicate areas that could be targeted for development into a strength.	BGCP, SOY, Insights, YMCA, Acknowledge, FLY
Life Functioning	12	How youth is functioning in the individual, family, peer, school, and community realms; completing the School item prompts completion of the School module.	BGCP, SOY, Insights, YMCA, Acknowledge
Youth Risk Behaviors	11	Behaviors that may lead youth into trouble or cause harm to themselves or others: rating of 1 or higher on Delinquent Behavior item prompts completion of the Juvenile Justice module.	BGCP, SOY, Insights, YMCA, Acknowledge, FLY
Youth Behavioral/ Emotional Needs	10	Behavioral health needs of the youth: rating of 1 or higher on Adjustment to Trauma or Substance Use items prompts completion of the Trauma or Substance Use secondary modules.	SOY, Insights, YMCA, Acknowledge, FLY
Acculturation	4 (1 used)	Linguistic and cultural issues for which service providers must make accommodations	Optional for all
Transition Age Youth	11 (0 used)	Contains two submodules for youth ages 16-18 years: Life Functioning (individual, family, peer, school, and community realms) and Strengths (assets to advance healthy development)	Optional for all
Caregiver Strengths & Needs	12	Caregivers' potential areas of needs and areas in which caregiver can be a resource for the youth	SOY, Insights, YMCA, CLSEPA
Secondary Modules			
School	4	How well youth is functioning in school, including attendance, behavior, achievement, and relationships with teachers.	BGCP, SOY, Insights, YMCA, Acknowledge
Trauma	16 (9 used)	Contains two submodules: Adverse/Traumatic Childhood Experiences (static indicators of childhood trauma) and Trauma Stress Symptoms (how youth is responding to traumatic events)	SOY, Insights, YMCA, Acknowledge
Substance Use	6	Details of youth's substance use	Insights, SOY
Juvenile Justice	9	The nature of the youth's involvement with the juvenile justice system	BGCP, SOY, Insights, YMCA, Acknowledge, FLY

In FY 2019-20, staff from seven funded programs completed a total of 1,277 CANS assessments: 604 at baseline and 673 at follow-up or program completion.³⁷ A total of 487 youth had both a baseline and follow-up assessment.

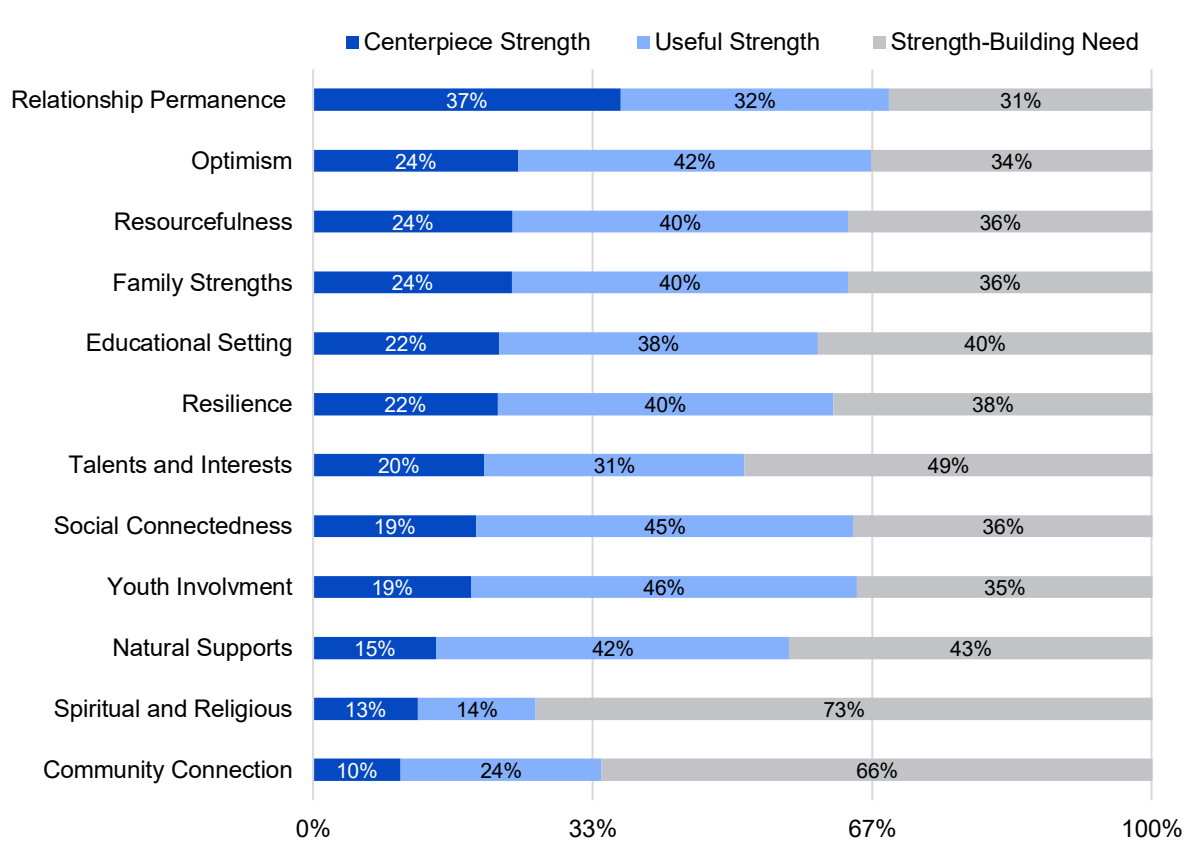
³⁷Staff are certified to administer the CANS every 12 months, however some CANS assessments in this reporting period were conducted by staff with lapsed certification. This could have a small impact on the quality of the CANS assessments in FY 2019-20 and was rectified as of July 2020.

Youth Strengths

Leveraging existing strengths of youth such as important internal (e.g., resilience, optimism), social (e.g., family strengths/support, relationship permanence), and community (e.g., community connection, educational setting) resources and supports can help advance healthy development. Assisting youth in developing these key internal and social assets may not only promote positive outcomes such as school achievement, but can also protect youth from negative outcomes, such as engagement in delinquent behaviors. The CANS assessment is used to identify well-developed assets or centerpiece strengths that are accessible and useful to leverage to address needs, as well as those that may require support to build in order to maximize their benefit.

Youths served by San Mateo Probation funded programs averaged 6.1 strengths and 93% of the 598 youths with a complete initial strength assessment had at least one centerpiece or useful strength identified to support treatment plans and goals. A total of 61% of youths had at least one centerpiece strength identified. As depicted in Figure 5, more than two-thirds of youths had stable and permanent significant relationships as strengths (69%), had positive relationships with family members (Family Strengths, 64%) and peers (Social Connectedness, 64%), held optimistic orientations toward their future (66%), and were resourceful in finding external sources of support to help them manage their lives (Resourcefulness, 64%). In addition, the educational setting was a strength for 60% of youths, as was their ability to access internal resilience factors to overcome adversity (62%).

Figure 5. Percentage of Youths with Each Strength at Baseline



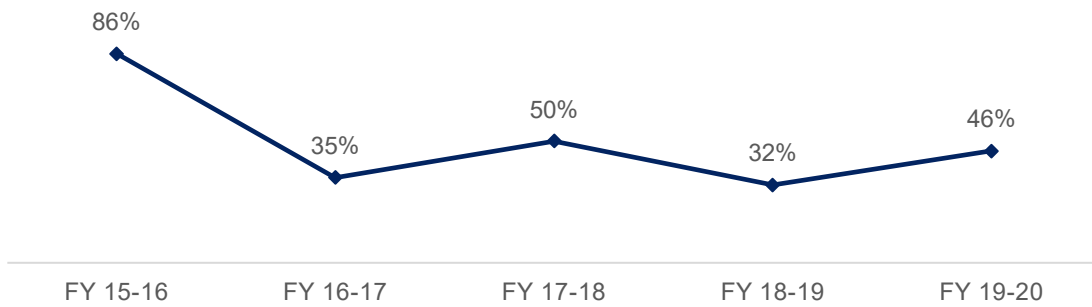
n=462-602.

In addition to one-third of youth needing support in the above areas mentioned, areas of strength-building for one-half or more of the youths included greater connection to spiritual or religious supports as desired (73%), to community (66%), and to their individual talents and interests (49%). When present, these can help youths discover positive outlets and passion areas, as well as support a positive sense of self and place in their supportive social groups and in their broader communities.

Youth Needs

Across all CANS needs modules and items assessed in FY 2019-20, 46% of 604 youths had three or more actionable needs identified (i.e., a rating of two or three on an item) on their baseline CANS assessment, an increase of 14 percentage points from FY 2018-19 and closer to the percentage reported for FY 2017-18.

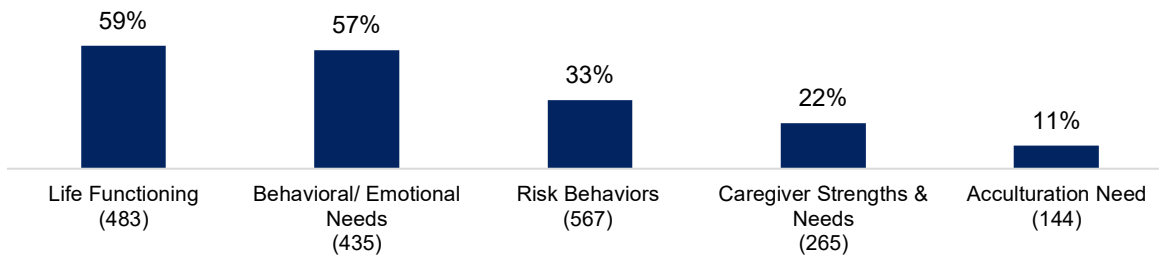
Figure 6. Percentage of Youths with Three or More Actionable Needs at Baseline



FY 2015-16 n=239, FY 2016-17 n=722, FY 2017-18 n=980, FY 2018-19 n=741, FY 2019-20 n=604.

As depicted in Figure 7, nearly three out of every five youths with a baseline CANS assessment had at least one actionable need identified in the *Life Functioning* module, which includes school-related needs, and/or the *Behavioral/Emotional Needs* module, which includes adjustment to trauma and substance use issues. In addition, one-third of youths had actionable needs to address risk behaviors including delinquency. Nearly one-quarter of youths have needs related to their caregiver’s role in supporting their child.

Figure 7. Percentage of Youths with at Least One Need Per CANS Core Module at Baseline



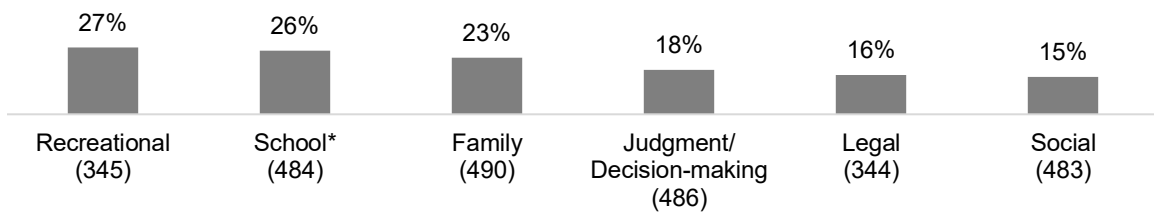
Overall n=604. Note: The n for each module is displayed in parentheses. Sample sizes vary due to different completion requirements in FY 2019-20 by program and level of completeness of individual items within each module. An actionable need is defined as a score of a 2 or 3 on an item.

The three modules with the highest percentages of actionable needs along with the secondary modules triggered by those needs are described in more detail below.

Life Functioning Module

Individual items within *Life Functioning* address the needs to support positive social interaction and functioning in the many contexts of a youth’s life. Approximately one-quarter of assessed youths needed support to access opportunities for recreation, to reduce barriers to school performance, and/or to improve family relationships.

Figure 8. Percentage of Youths with Each Life Functioning Need at Baseline



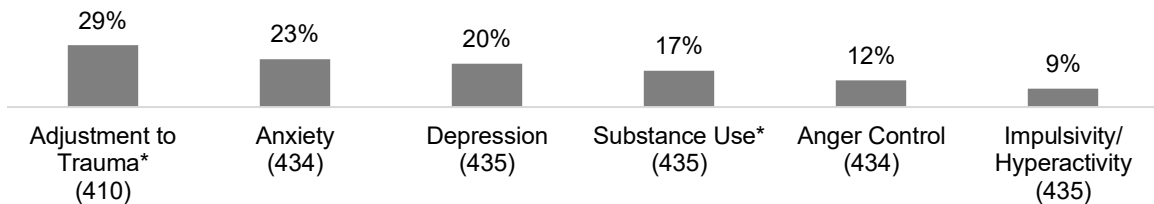
*n=344-490. Note: The item level n is displayed in parentheses under each CANS item. Baseline Living Situation (11%, n=482), Sleep (8%, n=477), Developmental/Intellectual (3%, n=474), Medical (2%, n=472), Sexual Development (1%, 472) and Physical (1%, n=472) module items are not displayed. *Results include needs identified on core items or secondary modules.*

Specific needs reported for 450 youths in the *School* secondary module indicate that one-third of youths needed support for school achievement, and 14% needed support for behavior, attendance, and teacher relationships.

Behavioral/Emotional Needs Module

Items within the *Behavior/Emotional Needs* module assess the behavioral health of youths consistent with clinical levels of dysfunction or distress. Approximately three out of 10 youths assessed had actionable needs related to reactions to traumatic experiences, one out of five youths had actionable needs related to addressing symptoms of clinical anxiety and/or depression, and one out of six youths had at least one identified need related to their substance use.

Figure 9. Percentage of Youths with Each Behavioral/Emotional Need at Baseline



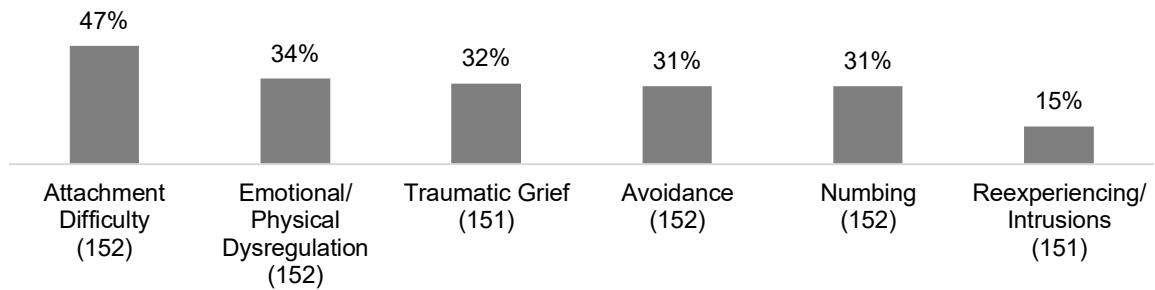
*n=300-435. Note: The item level n is displayed in parentheses under each CANS item. Baseline Oppositional (5%, n=434), Eating Disturbance (1%, n=300), and Conduct (3%, n=435) CANS items are not displayed. *Results include needs identified on core items or secondary modules.*

The *Trauma and Substance Use* secondary modules of the CANS assessment are completed for youths who are identified with an actionable need, with a history of need, or with an indication of a need for preventive steps to address symptoms of trauma or substance use on the *Behavioral/Emotional Needs* module.

Stress Symptoms from Trauma

The results showed that of the 152 youths identified with trauma-related symptomology and assessed on the secondary *Trauma Stress Symptom* Module, nearly one-half (47%) had an actionable need related to attachment difficulties, and approximately one-third needed support for difficulties regulating emotional arousal, emotional expression, and energy states, as well as for feelings of grief, avoidance, and/or emotional numbing.

Figure 10. Percentage of Youths with Each Actionable Trauma Symptom Need at Baseline

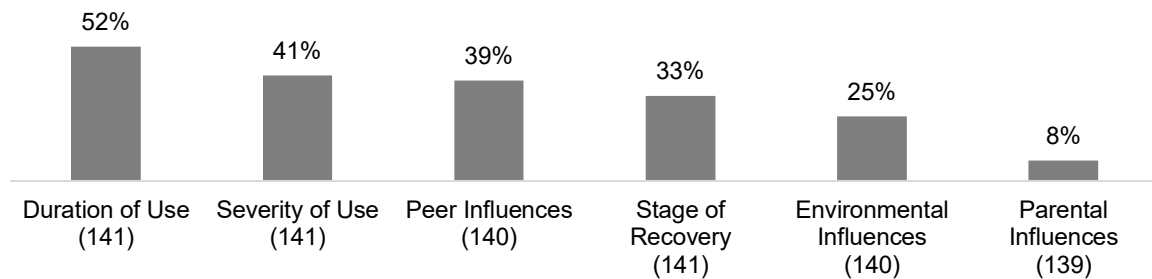


n=151-152. Note: The item level n is displayed in parentheses under each CANS item. Baseline Dissociation (9%, n=152) CANS item is not displayed.

Substance Use

Of the 141 youths with an identified substance use concern at baseline and assessed on the secondary *Substance Use* Module, 52% had used alcohol or drugs longer than one year, 41% actively used, and 39% were supported by a peer group that used substances. One-third of youths identified as experiencing negative consequences because of their substance use were either in denial about having a problem or recognized the issue but were not yet ready to take steps toward recovery.

Figure 11. Percentage of Youths with Actionable Substance Use Needs at Baseline



n=139-141. Note: The item level n is displayed in parentheses under each CANS item.

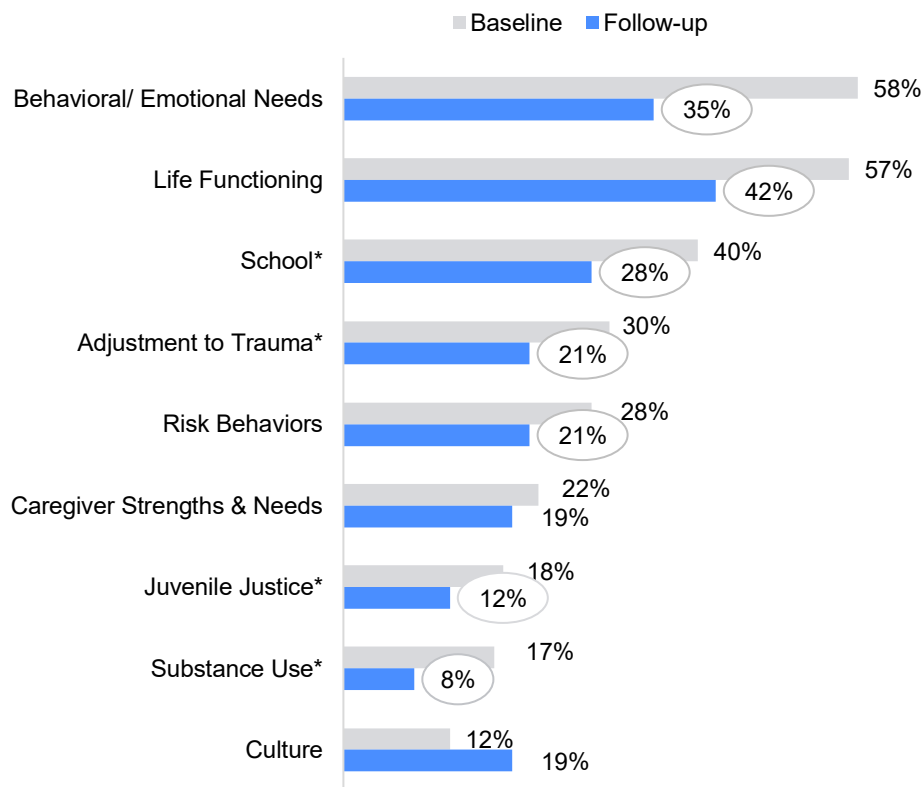
Comparison of Baseline and Follow-up CANS Assessments

CANS baseline and follow-up assessments were completed by seven programs. The analysis of these assessments is based on matching baseline and follow-up assessments to reflect the change in the number of youths with actionable needs in each domain over time. For FY 2019-20, 487 youths had both a baseline and follow-up assessment. It is notable that each program reported on a different subset of modules, which contributed to variations in the number of matching assessments per module.

Of the 468 youth assessed, the percentage identified with centerpiece strengths increased significantly over time, from 57% at baseline to 62% at follow-up. As seen in the figure below, significant decreases in the number of youths with actionable needs occurred for seven of the nine areas of need, including:

- Behavioral and emotional needs (down 23 percentage points)
- Life functioning needs (down 15 percentage points)
- School-related needs (down 12 percentage points)
- Trauma-related needs (down 9 percentage points)
- Substance use needs (down 8 percentage points)
- Risk behaviors (down 7 percentage points)
- Juvenile Justice needs (down 6 percentage points)

Figure 12. Decrease in Percentage of Youths with Actionable Needs Over Time



Overall n=487. Behavioral/Emotional Needs n=368, Life Functioning n=414, School n=349, Adjustment to Trauma n=346, Risk Behaviors n=459, Caregiver Strengths and Needs n=231, Juvenile Justice n=475, Substance Use n=367, Culture n=113. *Results include a combination of core and secondary module items. Note: Circles indicate significant decreases from baseline to follow-up assessment.

Decreases in youths' needs suggest that many actionable needs are being addressed in ways that promote their behavioral and emotional health and ability to function more effectively in various life domains (e.g., school, family, and living), boost internal and social assets, and reduce substance use. It is important to note that relationships with youth change over time, as do life circumstances that may bring additional assets or challenges forward. Working with youth over time may result in newly identified needs or a loss of a centerpiece strength that does not necessarily indicate a negative outcome or service gap; youths may feel more comfortable communicating openly with staff about their needs, or additional needs may arise while they are receiving services.

Unlike in the previous year, caregivers' ability to support youth did not improve markedly. It is not known if the closure of the Probation Parent Programs (PPP) affected this outcome. In contrast to the last fiscal year, which saw no change in actionable needs related to school, FY 2019-20 CANS results indicate that a significant number—42 of the 140 youths presenting with actionable school-related needs—were able to find solutions to resolve their needs according to program staff.

While these results showing significant decreases over time in the number of youths with specific needs quantifies some of the impact and accomplishments of youths in partnership with their service providers, many youths still have needs to resolve and strengths to develop. Solutions to the more intractable and complex issues often require intensive supports that individual programs may not be able to address, at least not without the support of multidisciplinary, highly collaborative approaches.

JJCPA Juvenile Justice Outcomes

JJCPA-funded programs provide data on the following six youth outcomes:

- Arrest rate for a new law violation
- Detention rate
- Probation violation rate
- Court-ordered probation completion rate
- Court-ordered restitution completion rate
- Court-ordered community service completion rate

San Mateo County has elected to report these outcomes at 180 days post-entry, as this provides a standardized snapshot of San Mateo County system-involved youths. The past year's cohort of youths, whose six-month milestone occurred in FY 2018-19, served as the comparison or reference group to interpret FY 2019-20 outcomes. ASR provided support for the continued utilization of the Juvenile Justice Crime Prevention Act Database, for which program and Probation staff enter participant background information and the required outcome data.

The figures in the following section present the justice outcomes across programs for youths whose six months evaluation period occurred in FY 2019-20.³⁸ When reviewing the JJCPA outcome data, there are several important factors to note:

³⁸ Additional information and analysis are provided in each program's individual program report.

- The number of cases upon which percentages are based varies with program outcomes.³⁹ Program outcomes per number of cases reported are based upon several factors: arrests for new law violations and detentions are for all youths whose six-month evaluation period occurred in FY 2019-20; probation violations and completion of probation are based upon youths who are wards of the court; and completion of restitution to victim and community service are based upon those youths who have been ordered to fulfill those conditions by the court.
- Results for probation violations and arrests for new law violations are based on filed charges, not all of which will necessarily be sustained. Additionally, Deputy Probation Officers may give a youth a probation violation for not following the conditions of their probation, including conditions such as arrests for a new law violation, not attending school, breaking curfew, testing positive for alcohol or drugs, or associating with a gang member. This behavior may result in a consequence that includes a juvenile hall stay but will not necessarily include a police arrest. Based on what counts as a probation violation, a youth with a probation violation may also be among the youths counted as having an arrest.
- Detention rates are for juvenile hall stays for any reason, including arrests for new law violations, probation violations, or Probation Officer-initiated holds (also known as blue-booking). Deputy Probation Officers may place a 24-48 hour hold on a youth as a consequence for truancy or school suspension. Furthermore, court orders for the Family Preservation Program (FPP) allow Deputy Probation Officers to use short-term juvenile hall admits as an approach to stabilize clients, or to enforce immediate consequences for actions of youths.
- It is also important to note that youths who have not completed probation, community service, or restitution to victim by their 180-day evaluation have not necessarily failed in their attempts to satisfy these conditions. Youths may still be working toward meeting these obligations at the evaluation milestone and have an opportunity to complete them at a later date. The amount of restitution to victim ordered varies but can reach into the thousands of dollars. It commonly takes one year or more to complete formal probation.

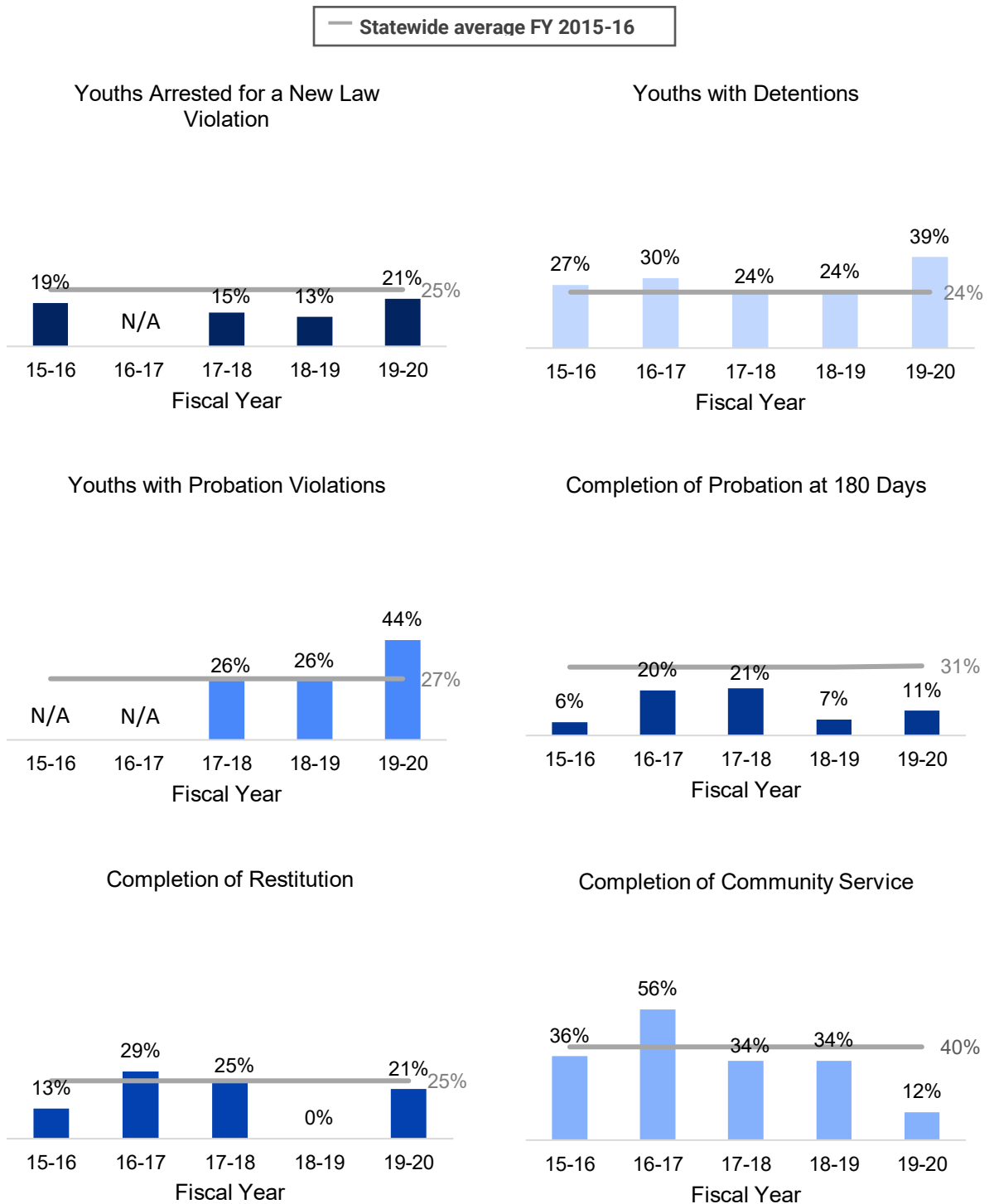
Figure 13 portrays results for all five JJCPA programs compared with statewide FY 2015-16 outcomes.^{40,41} As with San Mateo Probation, programs across the state served an array of services to youths who had a variety of needs and risk levels. Programs included in these state-level outcome statistics may use varied evaluation periods for reporting outcomes, including the 180-day post-entry criterion used by San Mateo Probation. However, the California Department of Corrections and Rehabilitation, Corrections Standards Authority combines these methods in its report to the State Legislature. Thus, due to different measurement strategies used and changes in the juvenile justice system in the last four years since the statewide data were collected, comparisons of San Mateo County with the state average should be interpreted cautiously with these factors in mind.

³⁹ For some programs and outcomes, the number of cases in the sample is quite small and may lead to unstable results in year to year comparisons.

⁴⁰ California Department of Corrections and Rehabilitation, Corrections Standards Authority. *Juvenile Justice Crime Prevention Act: Annual Report*, March 2016.

⁴¹ The most recent report provides outcome data from FY 2015-16.

Figure 13. Juvenile Justice Outcomes, San Mateo County and State Average Comparison



FY 2019-20 Youths Arrested for a New Law Violation n=158, Youths with Detentions n=158, Youths with Probation Violations n=85, Completion of Probation at 180 Days n=85, Completion of Restitution n=14, Completion of Community Service n=25.

As seen in Figure 13, when compared with FY 2018-19 and with all JJCPA-funded programs across the state in FY 2015-16, San Mateo JJCPA programs had:

- Higher percentage of youths arrested for new law violations compared with the prior fiscal year
- Higher percentage of youths with detentions compared with the last four years
- Historically, a higher percentage of youths with probation violations than the state and double the rate of the prior fiscal year for San Mateo County
- Historically, a lower probation completion rate⁴²
- A restitution to victim completion rate near the state average
- Historically, a lower community service completion rate in most years, and historically low in FY 2019-20

JJCPA and JPCF Program-Specific Outcomes

These justice outcomes for JJCPA-funded programs as well as highlights of program-specific outcome data for all programs that elect to share are found in the following section. Of note, justice outcomes are only reported for JJCPA programs that served at least five eligible youths in the fiscal year or in prior years. For all program-specific outcomes, please see each individual program report for further detail.

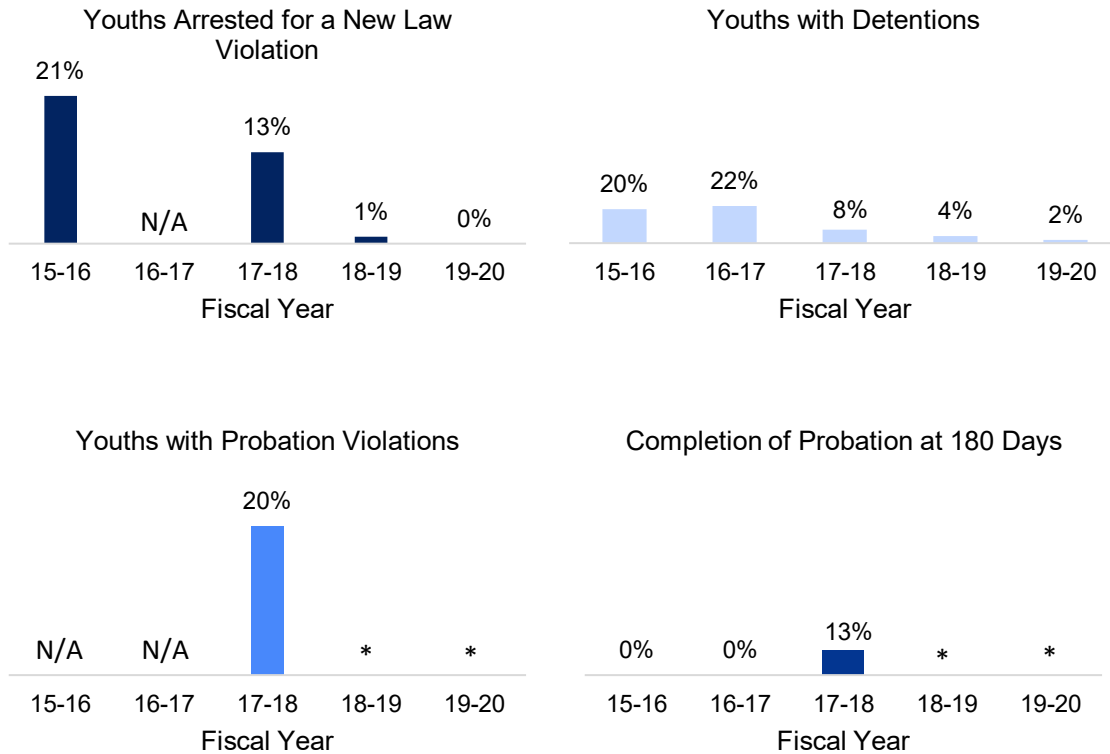
Assessment Center

The JJCPA data for the Assessment Center represents two groups of youths: 1) youths who are brought into custody by law enforcement, and 2) those who are referred out-of-custody by law enforcement agencies. All youths are assessed by Deputy Probation Officers and/or a clinician from Behavioral Health Recovery Services. Based on this assessment, youths' cases may be diverted or referred to the District Attorney. Those placed on diversion participate in a program of support and supervision services over a period of one to six months. These services include: Petty Theft Program, Mediation Program, and Victim Impact Awareness Program. Additionally, some youths are placed on informal contracts ranging in length from three to six months. During this time, youths are eligible for the services noted above in addition to a social worker and community worker who provide counseling and community support.

Due to the relatively brief amount of time many youths spend in the Assessment Center, they are unlikely to be receiving Assessment Center services at the time of the evaluation (180 days after program entry). Only two youths served by the Assessment Center were on formal probation at either entry or their 180-day assessments. As seen in Figure 14, percent of youths arrested for a new law violation and percent of youths with detentions decreased from the prior fiscal year. No youths were court-ordered restitution to victim or community service in FY 2019-20.

⁴² Lower rates of completion of probation, restitution to victim, and community service in the San Mateo sample are largely due to the fact that San Mateo Probation measures these outcomes at 180 days after program entry; most youths will not have completed their terms of probation within this time period.

Figure 14. Juvenile Justice Outcomes for Assessment Center



*FY 2019-20 Youths Arrested for a New Law Violation n=50, Youths with Detentions n=50, Youths with Probation Violations n=2, Completion of Probation at 180 Days n=2. For sample sizes from other years, please see Appendix III. * Indicates that no youths were in that category in the fiscal year or data were suppressed due to a sample size below five.*

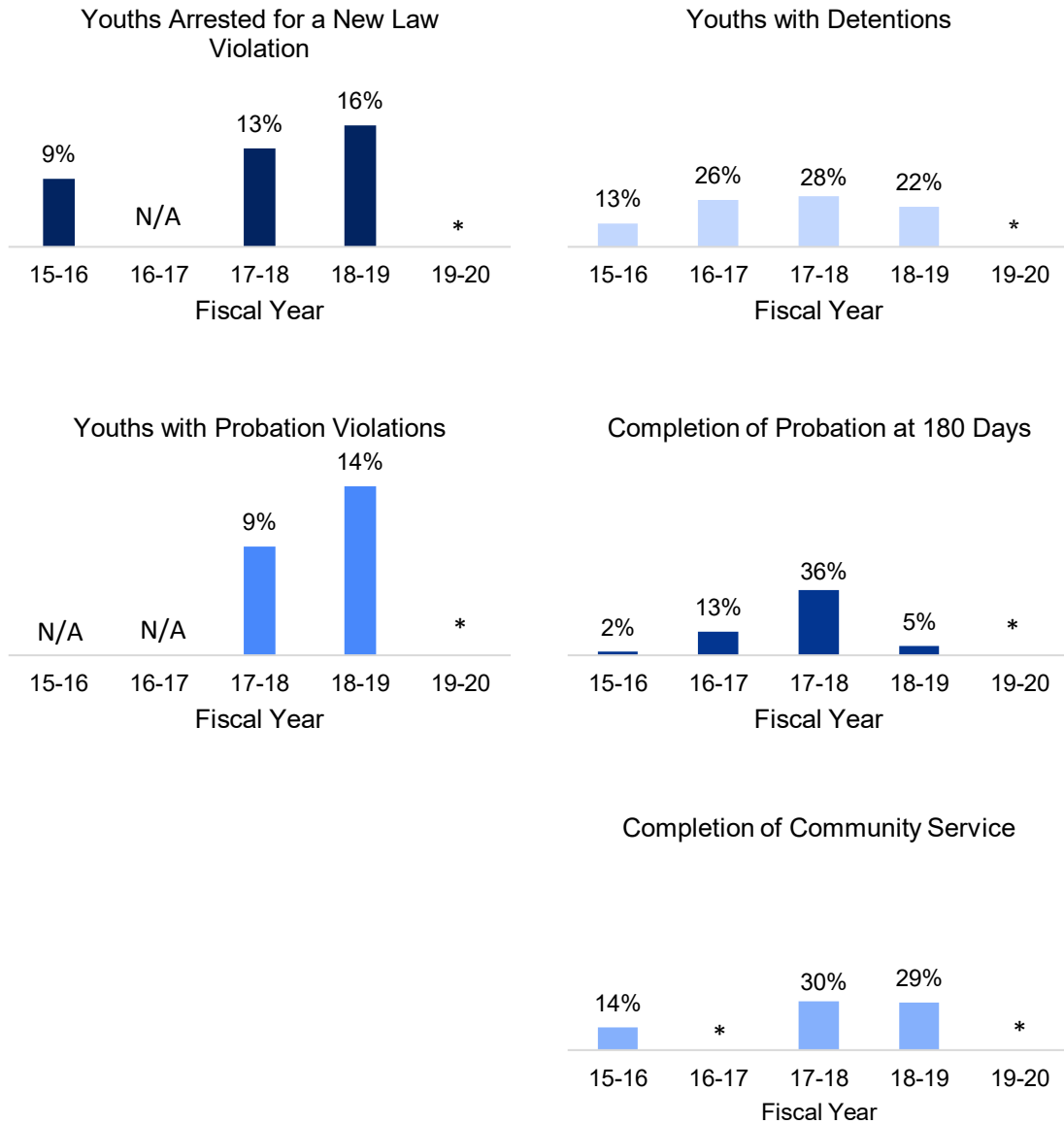
Assessment Center also collected one additional measure to track progress toward its goal of reducing the number and length of juvenile hall stays. From FY 2018-19 to FY 2019-20, the average number of youths in Juvenile Hall declined by 22%; from FY 2010-11 to FY 2019-20, the average number of youths in Juvenile Hall substantially declined by 76%.

Acknowledge Alliance

All data are suppressed for youths served by Acknowledge Alliance in FY 2019-20 due to an extremely small sample size (n = 2) of available data due to restricted access to data held at schools during the COVID-19 pandemic. Past year data are found in Figure 15.

Acknowledge Alliance also provided results from the Children’s Global Assessment of Functioning (GAF) scale which rates the psychological, social, and school functioning of youth participants on a scale from 1 (functioning poorly) to 100 (functioning well). A total of 15 youths in the Court and Community School Program and 105 youths in the Transition Program were administered GAF pre- and post-tests. The average pre-test score for the Court and Community School Program was 47.5, the average post-test score was 48.3, with an average increase in GAF scores at 1.2% from pre- to post-test. For the Transition Program, the average score on the pre-test was 49.2, with an average of 58.6 on the post-test. The average increase from pre- to post-test in the Transition Program was 23.9%.

Figure 15. Juvenile Justice Outcomes for Acknowledge Alliance



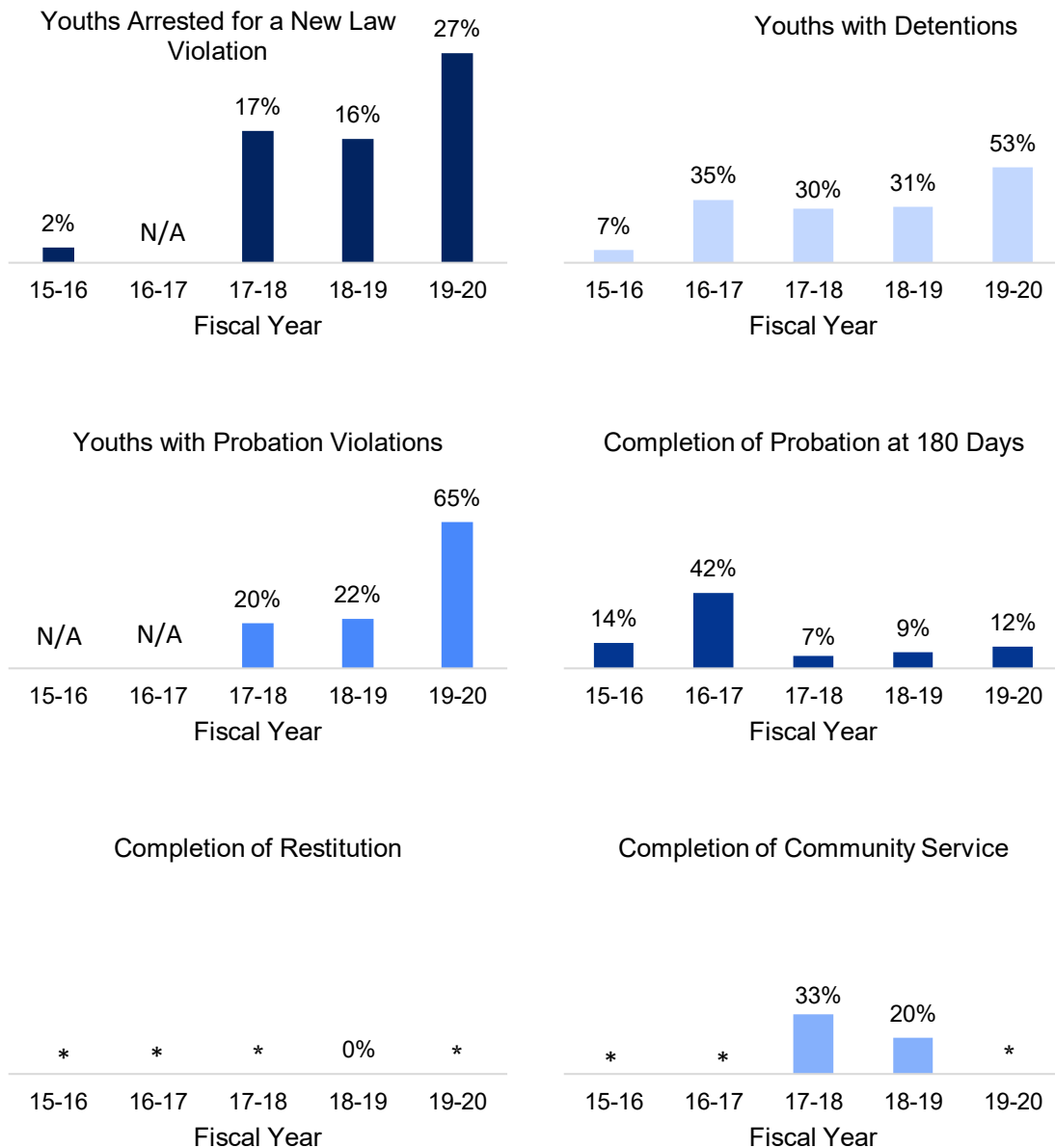
*FY 2019-20 Youths Arrested for a New Law Violation n=2, Youths with Detentions n=2, Youths with Probation Violations n=0, Completion of Probation at 180 Days n=0, Completion of Community Service n=0. For sample sizes from other years, please see Appendix III. * Indicates that no youths were in that category in the fiscal year or data were suppressed due to a sample size below five.*

Performance measures for Acknowledge Alliance included the percentage of youths in each program who reported that counseling helped them express their emotions constructively and make positive choices for themselves. Sixty-seven percent (67%) of youths in the Court and Community Schools Program and 80% of youths in the Transition Program reported that counseling helped them to express their emotions constructively. Forty-four percent (44%) of youths in the Court and Community Schools Program and 80% of youths in the Transition Program reported that counseling helped them make positive choices for themselves.

Fresh Lifelines for Youth (FLY)

A total of 57% of 30 youths served by FLY in FY 2019-20 were on formal probation at program entry or 180-day evaluation. As shown in Figure 16, percent of youths arrested for a new violation, percent of youths with detentions, and percent of youths with probation violations increased in FY 2019-20, particularly youths with probation violations which reached 65%. The rate of completion of court-ordered probation increased slightly to 12%.

Figure 16. Juvenile Justice Outcomes for Fresh Lifelines for Youth (FLY)



*FY 2019-20 Youths Arrested for a New Law Violation n=30, Youths with Detentions n=30, Youths with Probation Violations n=17, Completion of Probation at 180 Days n=17, Completion of Restitution n=3, Completion of Community Service n=1. For sample sizes for other years, please see Appendix III. * Indicates that no youths were in that category in the fiscal year, or data were suppressed due to a sample size below five.*

FLY also shared data on six additional outcome measures across FLY's Law and Leadership programs to track progress toward its goal of increasing key developmental assets.

- Nearly all FLY participants in the Law and Leadership programs (98% and 100%, respectively) reported that the program gave them access to adult role models and gave them more confidence to deal with negative peer pressure (100% and 85%, respectively).
- At least 90% in Law and in Leadership (94% and 90%, respectively) reported that they were likely to make healthier choices because of the program. About 94% in Law and 100% in Leadership reported they wanted to make positive changes. Ninety-seven percent (97%) in Law and 95% in Leadership had hope for their futures.
- A significant majority (91% and 100%, respectively) reported they were less likely to break the law after participating in FLY.

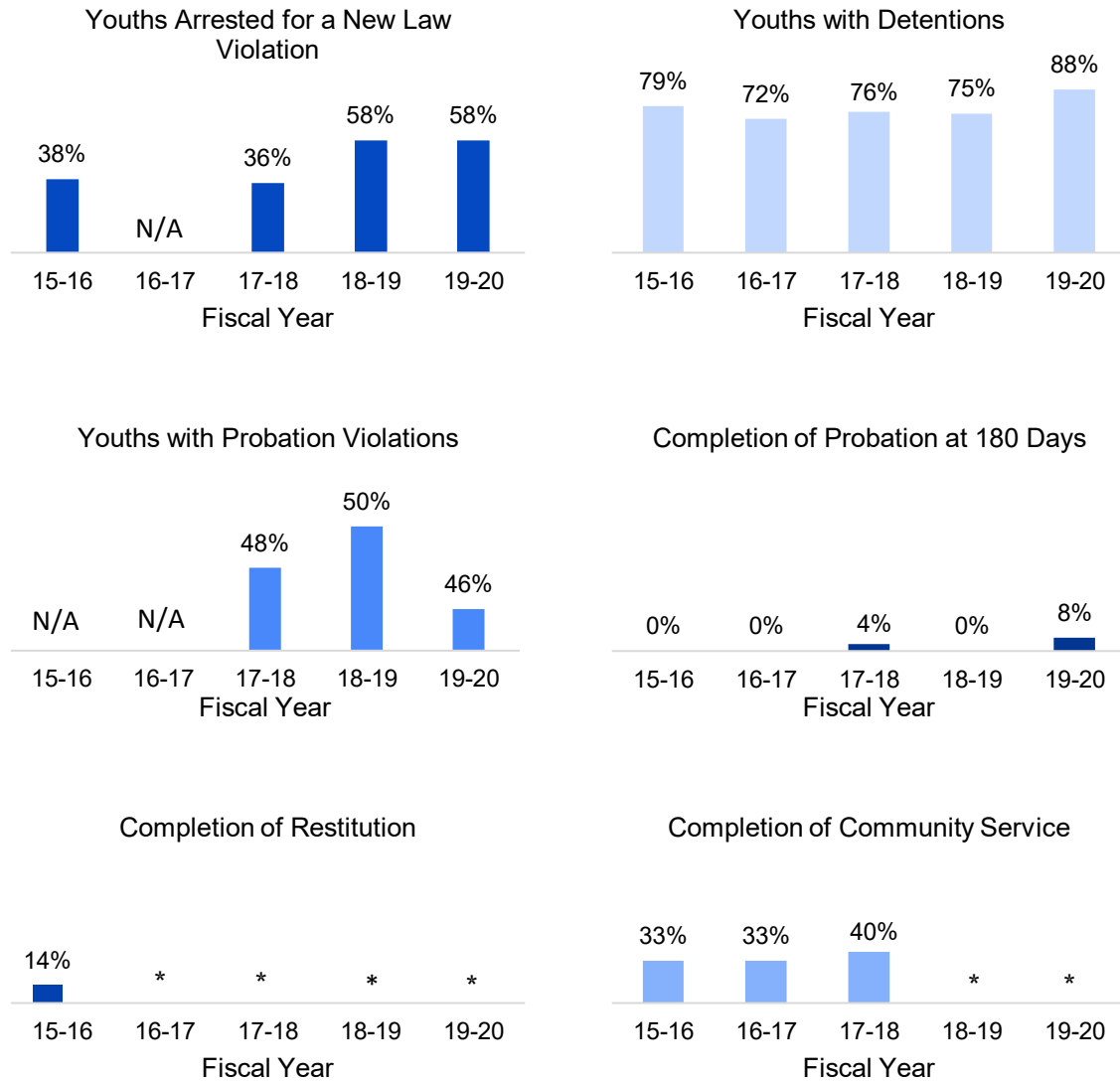
Family Preservation Program (FPP)

All (100%) FPP clients were on formal probation at program entry, and 92% at their 180-day evaluation. As seen in Figure 17, youths arrested for a new law violation stayed the same compared to the prior fiscal year, while percent of youths with detentions slightly increased since the prior fiscal year. Youths with probation violations slightly decreased compared to FY 2018-19.

About 8% of FPP youths on formal probation completed probation in FY 2019-20, an increase from FY 2018-19. Of the two FPP youths who had court-ordered restitution to victim or four youths who had court-ordered community service, no youth completed either of two services in FY 2019-20.

The Family Preservation Program was also effective in meeting its goal of keeping families intact, underscoring its central goal to keep youths in their homes. Three of 29 youths (10%) were given an out-of-home placement order in FY 2019-20.

Figure 17. Juvenile Justice Outcomes for Family Preservation Program (FPP)

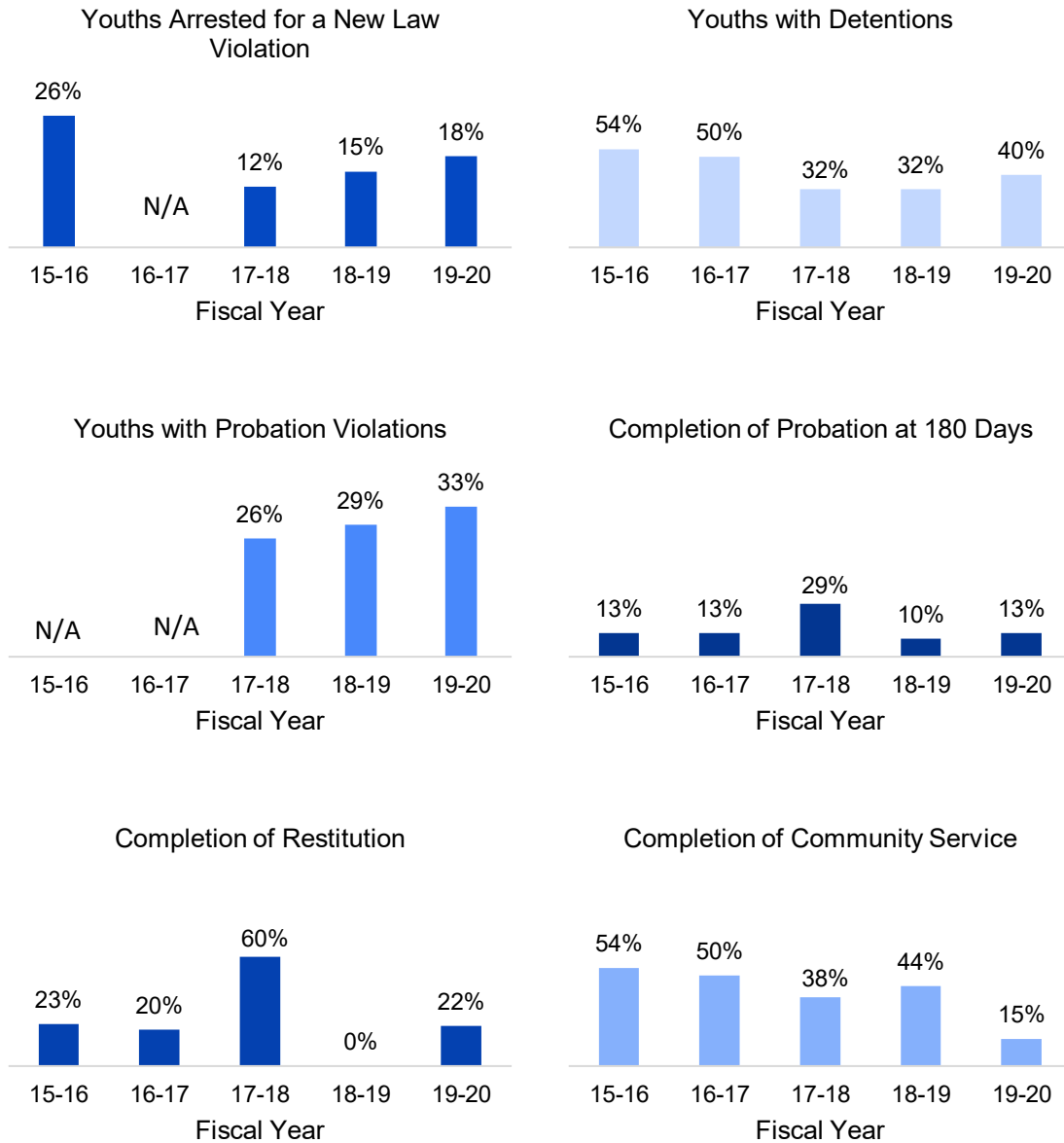


*FY 2019-20 Youths Arrested for a New Law Violation n=26, Youths with Detentions n=26, Youths with Probation Violations n=26, Completion of Probation at 180 Days n=26, Completion of Restitution n=2, Completion of Community Service n=4. For sample sizes for other years, please see Appendix III. * Indicates that no youths were in that category in the fiscal year, or data were suppressed due to a sample size below five.*

StarVista Insights

Eighty percent (80%) of Insights youths were on formal probation at program entry or 180-day evaluation. As shown in Figure 18, youths arrested for a new law violation and youths with detentions slightly increased, a higher percentage of youths had probation violations and completed probation compared with the prior fiscal year. Of the Insights youths who had court-ordered restitution to victim, 22% completed it, an increase from FY 2018-19, while the percentage of youths who completed court-ordered community service decreased to 15% from 44% in FY 2018-19.

Figure 18. Juvenile Justice Outcomes for StarVista Insights



FY 2019-20 Youths Arrested for a New Law Violation n=50, Youths with Detentions n=50, Youths with Probation Violations n=40, Completion of Probation at 180 Days n=40, Completion of Restitution n=9, Completion of Community Service n=20. For sample sizes for other years, please see Appendix III.

StarVista Insights also implemented its own entry and exit survey to evaluate progress on several key indicators. Approximately 92% of youths made progress on their identified goal, 88% of youths showed improved decision-making skills, and 93% showed improved relationship skills in FY 2019-20.

Boys and Girls Clubs of the Peninsula (BGCP)

BGCP developed five additional measures specific to its activities to further understand outcomes of youths in the program. BGCP exceeded three out of five FY 2019-20 targets,

including that youths felt physically and emotionally safe at BGCP (96%), youths developed supportive and positive relationships at BGCP (95%), and youths were engaged and built skills because of participating at BGCP (98%).

Community Legal Services in East Palo Alto (CLSEPA)

CLESPA tracked progress on three program-specific outcome measures in relation to helping its clients toward a secure and thriving future. CLSEPA met its performance measure target for percentage of youths or families of youths receiving legal representation and overcame an obstacle (90%).

Probation Parent Programs (PPP)

PPP administered pre- and post-surveys to ten parents who participated in The Parent Project during FY 2019-20. These participants demonstrated gains from pre to post, with most statistically significant gains within multiple items in the areas of communication and conversations.

StarVista SOY

SOY designs program goals for its youths to achieve based upon the CANS assessment. In FY 2019-20, SOY did not reach its goals for the targeted percentage of students who demonstrated a decrease in needs across four domains. However, despite not reaching target percentages, from baseline to follow-up, youths still demonstrated a decrease in needs on Child Strengths (35%), Life Function (31%), Youth Behavioral/Emotional Needs (24%), and on Youth Risk Behaviors (8%) domains.

YMCA of San Francisco School Safety Advocates (YMCA)

YMCA developed four additional measures to further understand outcomes of youths in their School Safety Advocates (SSA) program. Results showed that 67% of youths reported an improvement in their understanding of the impact of their criminal behavior on victims and the community and 65% of youths participating in drug and alcohol prevention groups reported a decrease in substance use because of their participation in the program. Three-quarters (75%) reported improvements in educational outcomes, and 71% of youths reported greater engagement and connections to their school.

Progress on Recommended Local Action Plan Strategies

The 2016-2020 Local Action Plan process identified core strategies to address the needs of youths and their families and to promote the desired outcomes of: improved behavioral health services, reduced impacts of poverty, improved cultural responsiveness, increased programs and services focusing on gang prevention/intervention and mentoring, and improved family and community engagement.

Summary of Funded Programs and Strategies

As seen in Table 19 below, JJCPA and JPCF-funded programs provide a continuum of services for youths and their families.

Table 19. Strategies by Funding Source and Program

JJCPA PROGRAMS	STRATEGY
Acknowledge Alliance	Psychotherapy
Juvenile Assessment Center	Information and referral for services for alcohol and drug treatment, behavioral skills, development/decision-making skills
Family Preservation Program (FPP)	Referrals to family therapy, information, and referral for services for alcohol and drug treatment, behavioral skills, development/decision-making skills
Fresh Lifelines for Youth (FLY)	Mentors, leadership, service learning, behavioral skills, decision-making skills
StarVista Insights	Alcohol and drug treatment, behavioral and decision-making skills
Community Legal Services in East Palo Alto (CLSEPA)	Legal consultation/representation, advocacy, and workshops on immigration, housing, and economic advancement
JPCF PROGRAMS	STRATEGY
Boys and Girls Clubs of the Peninsula (BGCP)	Afterschool enrichment, academic support, mentors
StarVista SOY	Counseling and asset development, information, and referral for services (case management), drug and alcohol education
YMCA of San Francisco School Safety Advocates	Counseling including behavioral skills and decision-making skills, conflict resolution, information, and referral for services
Probation Parent Programs (PPP)	Parent skills training (ended September 2019)
FLY	(same as for JJCPA funding)

2016-2020 LAP Progress by Priority Area

As the last fiscal year covered by the 2016-2020 LAP, the following section recaps the progress made on each of these strategies in FY 2019-20, as well as efforts since the release of the LAP in 2016. Below is a summary table of the LAP priority areas and highlights of progress made toward desired changes during the LAP ending in 2020.

Table 20. Summary of 2016-20 LAP Priority Outcome Areas and Progress

OUTCOME AREA	PROGRESS
BEHAVIORAL HEALTH	
Mental Health	CANS assessment implementation and refinement and a catalogue of evidence-based and promising practices by programs were put into place. CANS assessment results suggest that programs are lessening or ameliorating psychosocial needs for many youths. Additional data from Acknowledge Alliance suggests improvement in psycho-social functioning for that program.
Substance Use	Programs are using specific evidence-based and promising practice interventions of Mindfulness Based Substance Use Treatment and Dialectical Behavior Therapy (DBT) to help youths increase management of substance use issues. CANS data suggests that program participants are being connected to substance use intervention, and problem severity is declining for many youths.
Trauma-Informed	Five of nine currently operating programs report using Trauma-informed care, practices, or systems. Youths in the Transition Program of Acknowledge Alliance consistently reported that counseling has helped them express their emotions constructively and make positive choices for themselves (~80% or above in FY 2017-18, FY 2018-19, and FY 2019-20). Over 90% of youths in the BGCP program in the FY 2017-18, FY 2018-19, and FY 2019-20 reported feeling physically and emotionally safe in the program.
IMPACTS OF POVERTY ON YOUTH	
Parental Monitoring	Although closed in 2019, a Probation Parent Programs improved parents' communication with youths, including asking questions about their child's activities and talking about school grades, alcohol, and drugs. StarVista Insights conducts family psychoeducational groups, and SOY conducts a parent education series.
Vocational Training	FY 2019-20 results show that 98% of youths in BGCP reported building skills as a result of the program, a significant increase from FY 2018-19 (62%) and FY 2017-18 (83%). In addition, a new contract with Success Centers will provide career development and vocational support starting FY 2020-21.
CULTURAL SENSITIVITY	
Culturally Responsive Services	According to qualitative interviews and focus groups conducted in the first half of 2020, access to services in Spanish and other languages is still difficult, particularly for mental health/counseling services for youths. Finding

	from the CANS Acculturation domain suggest one in five youths assessed have unmet needs at follow-up.
ADDITIONAL PROGRAMS & SERVICES	
Gang Prevention & Intervention	FLY and PPP include gang awareness and prevention services. Over 90% of FLY youths in the Law program reported that being in the program has given them more confidence to deal with negative peer pressure.
Mentoring	FLY and BGCP linked youths with mentors to support healthy development and help navigate challenges and opportunities. There was an increase in BGCP youths reporting that they developed supportive and positive relationships in the program (88% in FY 2017-18 and FY 2018-19, 95% in FY 2019-20), and over 95% of FLY youths in the last three years reported that FLY gave them access to positive adult role models.
Re-entry	Start of the Phoenix Reentry Program (PREP) in November 2019 created multidisciplinary teams to support youths' successful reentry. In addition, about 90% and above of FLY youths reported in the last three years that they are less likely to break the law, that they have hope for their future, and they are likely to make healthier choices.
FAMILY & COMMUNITY ENGAGEMENT	
Family Engagement	Five programs include specific strategies for engaging with families: FPP, StarVista Insights, SOY, YMCA, and PPP. PPP's main objective was to improve family relationships and give parents better tools for interacting with their children. Initial and follow-up surveys suggest that families increased communication and engagement with their child.
Community Engagement	These programs stand out for their focus on community engagement: YMCA, Assessment Center, BGCP, and FLY all contain elements that focus on community impacts and community services.

Strategy 1: Behavioral Health Services

The three key changes outlined in the Local Action Plan to address this strategy are the collection of assessment/psychosocial data, appropriate substance use treatment for youths and families, and transformation to a trauma-informed system of care. The following organizations provide mental health services: Acknowledge Alliance, StarVista Insights, and SOY. Programs that focus specifically on substance use include StarVista Insights, SOY, and YMCA. Programs' use of the CANS has provided Probation and funded programs with vital information about the clients served through JJCPA and JPCF-funding. As noted below, the use of these tools continues to present challenges along with opportunities for improvement.

Since 2016, the Department has committed to gathering important indicators of youths' behavioral health and other needs, as well as youths' progress in meeting these needs, using the CANS assessment tool. Early adoption of this tool signaled the Department's readiness to be at

the forefront of county-wide and state-wide adoption of the tool to facilitate case management and a shared language to communicate a youth's needs across county systems and providers. This is demonstrated by the continual process and outcome improvements, including addressing challenges raised by programs around conducting the CANS amidst high staff turnover. In FY 2019-20, the department hosted a system-wide CANS training day and a train-the-trainer day to ensure all current staff were certified for the next FY and made additional online supports available to address on-demand training needs through the Praed Foundation. These efforts led to changes in the administration of the CANS and will result in clear guidelines for how CANS assessment data are collected, entered, and submitted to the Department.

Comparisons of CANS results at baseline to follow-up year-over-year suggest that many youths improve their psychosocial functioning and/or substance use while receiving services from funded programs. In addition, Acknowledge Alliance collected data on youths' psychological, social, and school functioning using the Global Assessment of Functioning (GAF) scale. Youths in the Transition Program and Court and Community Schools have shown noteworthy improvements in their GAF scores from pre-test to post-test in FY 2017-18, FY 2018-19, and FY 2019-20, indicating improvements in their psychosocial functioning. The YMCA program found a decrease in substance use as a result of participating in their drug and alcohol prevention program (80% in FY 2017-18, 82% in FY 2018-19, 65% in FY 2019-20).

To track and measure steps programs are taking to become trauma-informed systems of care, evidence-based practices have been solicited from the funded programs for three fiscal years. Acknowledge Alliance, FLY, BGCP, SOY, and YMCA reported using trauma-informed practices or care. Next steps are understanding potential support for programs that did not mention the use of trauma-informed practices, as well as what this statement means in practice for programs that have acknowledged their use.

Some data from programs indicate that youths feel safe and supported. For example, youths in the Transition Program of Acknowledge Alliance consistently reported that counseling has helped them express their emotions constructively and make positive choices for themselves (~80% or above in FY 2017-18, FY 2018-19, and FY 2019-20). Over 90% of youths in the BGCP program in the FY 2017-18, FY 2018-19, and FY 2019-20 reported feeling physically and emotionally safe in the program.

Strategy 2: Impacts of Poverty

The Local Action Plan underscored the impacts of poverty on families and its connection with justice system contact. The Local Action Plan highlighted families' inability to access resources and monitor their children, along with need for vocational training for youths as high-need areas to address. To increase access to services, all programs were offered free of charge to youths and their families. In addition, many services were provided in school locations to minimize transportation barriers for youths. Of the ten JJCPA and JPCF programs, BGCP, SOY, Acknowledge Alliance, YMCA, and FLY offered their services directly on school campuses.

Five programs also offer parenting workshops and/or family counseling in addition to their youth-centered interventions: PPP provided a structured parent education program primarily for parents of justice-involved youths until September 2019, StarVista Insights conducts family psychoeducational groups, and SOY conducts a parent education series. Initial and follow-up surveys of ten PPP participants this fiscal year showed improved parent communication with youths, including asking questions about their child's activities and talking about school grades,

alcohol, and drugs. The majority of services provided by Community Legal Services of East Palo Alto are for the families of youths who are facing legal hardships.

During FY 2019-20, Probation contracted with Success Centers out of South San Francisco to provide career and vocational support to youths, in addition to many programs that provide services and counseling to nurture youths' interests and talents. For example, FY 2019-20 results show that 98% of youths in BGCP program consistently reported building skills as a result of the program, a significant increase from FY 2018-19 (62%) and FY 2017-18 (83%).

Strategy 3: Cultural Responsiveness

Because San Mateo County is a diverse county with changing demographics, it is important that programs serving youths are culturally responsive to ensure an increased number of youths and families can access services. Culturally responsive practices could result in an increased sense of connection to providers through increased respect for client backgrounds and cultural beliefs.

In FY 2019-20, the majority (66%) of youths served by JJCPA and JPCF programs were Hispanic/Latino, with 12% identifying as Asian/Pacific Islander, and 10% as White/Caucasian. Over nine out of 10 youths (93%) served by BGCP, 79% of youths served by FPP, and 73% of youths served by Acknowledge Alliance identified as Hispanic/Latino; 32% of youths served by SOY identified as Asian/Pacific Islander, and 20% of youths served by Assessment Center identified as White/Caucasian. Given the overrepresentation of youths of color involved and those at risk of becoming involved in the justice system, programs should be culturally responsive to these above-specified groups to help achieve the best outcomes for youths in the county.

The relatively small number of providers who complete the acculturation domain of the CANS suggests that need for culture and linguistically matched services do not always present at the initial evaluation, and one in five youths assessed identify with a culture-related service need. Qualitative data collected in early 2020 suggest that services in languages other than English are still more challenging to obtain than services in English. This problem is reported in several service sectors in the county, but nevertheless, efforts must continue to recruit and retain practitioners who speak languages other than English or who represent the ethnic and cultural subgroups represented above.

Strategy 4: JJCPA and JPCF should Jointly Fund Expanded Programs and Services

JJCPA and JPCF-funded programs served youths on a continuum of the intervention spectrum, from a prevention framework for youths with low criminogenic risk to an intervention framework for those with high risk. The Local Action Plan called for increased gang awareness among service providers, providing youths and families with mentors, and enhancing families' understanding of the system.

The majority of programs worked to mentor youths with a focus on the development of behavioral skills and decision-making skills while providing counseling and asset development, as well as information and referral for services. Additionally, BGCP provides enrichment and academic goal-setting support, and FLY and PPP include gang awareness and prevention services. For example, over 90% of FLY youths in the Law program reported that being in the program has given them more confidence to deal with negative peer pressure.

Mentorship has also been supported through programs including BGCP and FLY. For example, youths served by BGCP report that they developed supportive and positive relationships in the program (88% in FY 2017-18 and FY 2018-19, 95% in FY 2019-20), and over 95% of FLY youths in the last three years reported that the program gave them access to positive adult role models.

The Phoenix Reentry Program (PREP) was launched in November 2019 to help youths attain successful reentry in their communities and reduce recidivism. The program uses multidisciplinary teams to support their youths. PREP has struggled to identify eligible youths prior to and through the COVID-19 Shelter-In-Place Order, however it remains committed to find and work with youths who are in need of these services. Other efforts by FLY have been showing very positive results in this area, including about 90% and over of FLY youths who reported in the last three years that they are less likely to break the law, that they have hope for their future, and that they are likely to make healthier choices.

Strategy 5: Improve Family and Community Engagement

The Local Action Plan calls for increased engagement with families and the broader community. Specifically, the plan calls for families to have a greater understanding of the system of care and be engaged with their children in the programs. Of the ten programs providing services for youths, five include specific strategies for engaging with families of youths: FPP, StarVista Insights, SOY, YMCA, and PPP. PPP's main objective was to improve family relationships and give parents better tools for interacting with their children. Initial and follow-up surveys suggest that families increased communication and engagement with their children. Additionally, some programs stand out for their focus on community engagement: YMCA, Assessment Center, BGCP and FLY all contain elements that focus on community impacts and community services.

With the sunseting of PPP, Probation is seeking alternatives to fill the need for parent engagement, support, and education in community settings that are accessible and inviting, and that can meet the cultural and linguistic needs of parents described above.

Conclusion

The FY 2019-20 comprehensive JJCPA/JPCF evaluation report provides valid and useful data that helps create a more comprehensive profile of youths served in San Mateo County. The dissemination and evaluation of this effort will help the JJCC and all San Mateo County stakeholders continue to improve and refine constructive and innovative solutions to improve the well-being and outcomes of youths in the county. Through effective and thoughtful youth services programs, San Mateo County remains committed to improving outcomes for their youths.

Data presented in the FY 2019-20 San Mateo County JJCPA/JPCF comprehensive evaluation report will continue to inform additional strategies, service planning, and policy decision-making by local planning bodies over the next year as San Mateo County continues to address the needs of its most vulnerable youths.

Appendix I: Funding Types

Juvenile Justice Crime Prevention Act (JJCPA): In September 2000, the California Legislature passed AB1913, 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 young offenders and those at-risk of offending. Counties were required by statute to collect data at program entry and report data in the following six categories at 180-days post-entry: arrest rate, detention rate, probation violation rate, probation completion rate, court-ordered restitution completion rate, and court-ordered community service completion rate.

In addition to these outcomes, many counties track and report on local outcomes specific to their individual programs. For example, some local outcomes relate to academic progress, including school attendance, grade point average, and school behaviors.

Juvenile Probation and Camp Funding (JPCF): Juvenile Probation and Camp Funding Program (JPCF) was developed in response to legislation signed by Governor Schwarzenegger in July 2005 (AB 139, Chapter 74), which appropriated state funds to support a broad spectrum of county probation services targeting at-risk youths and juvenile offenders and their families. JPCF is administered by the State Controller's Office with the funding amount dependent upon actual receipts from California Vehicle License fees.

Appendix II: Clearinghouses for Evidence-Based Practices

CLEARINGHOUSE NAME	WEBSITE
The SAMHSA Evidence-Based Practices Resource Center	https://www.samhsa.gov/ebp-resource-center
Office of Juvenile Justice and Delinquency Prevention Model Programs Guide	https://www.ojjdp.gov/mpg/
The California Evidence-Based Clearinghouse for Child Welfare	http://www.cebc4cw.org/
youth.gov Evidence & Innovation Program Directory	https://youth.gov/evidence-innovation
Promising Practices Network	http://www.promisingpractices.net/programs.asp
Institute of Education Sciences What Works Clearinghouse	https://ies.ed.gov/ncee/wwc/
Blueprints for Healthy Youth Development	https://www.blueprintsprograms.org/
Social Programs that Work	https://evidencebasedprograms.org/

Appendix III: Justice Outcome Sample Sizes

ASSESSMENT CENTER	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Youths Arrested for a New Law Violation	317	187	130	75	50
Youths with Detentions	317	187	130	75	50
Youths with Probation Violations	83	60	15	1	2
Completion of Probation at 180 Days	83	60	15	1	2
Completion of Restitution	9	0	0	0	0
Completion of Community Service	0	0	0	0	0
ACKNOWLEDGE ALLIANCE	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Youths Arrested for a New Law Violation	118	23	40	51	2
Youths with Detentions	118	23	40	51	2
Youths with Probation Violations	46	12	22	22	0
Completion of Probation at 180 Days	46	12	22	22	0
Completion of Restitution	7	0	1	0	0
Completion of Community Service	7	1	10	7	0
FRESH LIFELINES FOR YOUTH (FLY)	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Youths Arrested for a New Law Violation	45	17	23	49	30
Youths with Detentions	45	17	23	49	30
Youths with Probation Violations	7	12	15	23	17
Completion of Probation at 180 Days	7	12	15	23	17
Completion of Restitution	0	0	4	5	3
Completion of Community Service	0	0	3	10	1
FAMILY PRESERVATION PROGRAM (FPP)	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Youths Arrested for a New Law Violation	29	18	25	12	26
Youths with Detentions	29	18	25	12	26
Youths with Probation Violations	29	17	25	12	26
Completion of Probation at 180 Days	29	17	25	12	26
Completion of Restitution	7	2	2	0	2
Completion of Community Service	9	6	5	2	4
STARVISTA INSIGHTS	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Youths Arrested for a New Law Violation	120	30	75	74	50
Youths with Detentions	120	30	75	74	50
Youths with Probation Violations	107	28	58	52	40
Completion of Probation at 180 Days	407	28	58	52	40
Completion of Restitution	22	5	5	7	9
Completion of Community Service	28	8	16	25	20

Appendix IV: Glossary of Terms

TERM	DESCRIPTION
ASR	Applied Survey Research
Assessment Center	The Juvenile Assessment Center
BGCP	Boys and Girls Club of the Peninsula
BHRS	Behavioral Health and Recovery Services
Blue-Booking	Probation Officer-initiated holds
CANS	Child Adolescent Needs and Strengths Assessment
CBO	Community Based Organization
CLSEPA	Community Legal Services of East Palo Alto
EBP	Evidence-based practice
FLY	Fresh Lifelines for Youth, Inc.
FPP	Family Preservation Program
FY	Fiscal Year
GAF	Global Assessment of Functioning
HSA	Human Services Agency
Insights	StarVista Insights
JAIS	Juvenile Assessment and Intervention System
JAIS Assessment and Reassessment (Boys and Girls)	The full assessment and reassessment versions of the Juvenile Assessment and Intervention system
JAIS Boys Risk and Girls Risk	Pre-screen version of the Juvenile Assessment and Intervention System
JJCC	Juvenile Justice Coordinating Council
JJCPA	Juvenile Justice Crime Prevention Act
JPCF	Juvenile Probation and Camp Funding
LAP	Local Action Plan
PPP	Probation Parent Programs
PREP	Phoenix Reentry Program
Probation	San Mateo County Probation Department
SOY	StarVista Strengthen Our Youth
SSA	School Safety Advocates
YMCA	YMCA of San Francisco