

Juvenile Justice Realignment Block Grant Annual Plan

Date: March 23, 2021

County Name: San Mateo

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Background and Instructions:

Welfare & Institutions Code Sections 1990-1995 establish the Juvenile Justice Realignment Block Grant program for the purpose of providing county-based care, custody, and supervision of youth who are realigned from the state Division of Juvenile Justice or who would otherwise be eligible for commitment to the Division of Juvenile Justice prior to its closure.

To be eligible for funding allocations associated with this grant program, counties shall create a subcommittee of the multiagency juvenile justice coordinating council to develop a plan describing the facilities, programs, placements, services, supervision and reentry strategies that are needed to provide appropriate rehabilitative services for realigned youth.

County plans are to be submitted and revised in accordance with WIC 1995, and may be posted, as submitted, to the Office of Youth and Community Restoration website.

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Part 1: Subcommittee Composition (WIC 1995 (b))

List the subcommittee members, agency affiliation where applicable, and contact information:

Agency	Name and Title	Email	Phone Number
Chief Probation Officer (Chair)	John Keene	Jkeene@smcgov.org	650-312-5522
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Community Member	Nick Jasso	youthvoice@flyprogram.org	650-759-2446
Additional Subcommittee Participants			
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Chief of Police, Redwood City Police Department	Dan Mulholland	dmulholland@redwoodcity.org	650-780-7122
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Part 2: Target Population (WIC 1995 (C) (1))

Briefly describe the County’s realignment target population supported by the block grant:

San Mateo County fundamentally believes that youth and emerging young adults are best served in their natural communities and the use of detention is only appropriate when the individual’s actions represent a significant danger to the community, themselves, or others. To this end, San Mateo county is committed to the use of alternatives to detention, where appropriate, and the utilization of diversion programs based within the community and systems. San Mateo County plans to use the opportunity presented by Senate Bill 823 to create a transformative system of care for those within our target population. Therefore, San Mateo County has developed the Serious Offenders Achieving Readiness for Reentry (S.O.A.R.R.) Program for the block grant’s realignment target population. The County is committed to serving local and Bay Area youth to address the trauma-based needs of female offenders, long-term commitments, Commercial Sexual Exploitation of Children (CSEC), LGBTQ+ youth, and those with gang involvement, who have sustained offenses under WIC 707(b).

These youth will be housed within Juvenile Hall (secure housing) and/or Margaret J. Kemp (Camp Kemp) (girls camp, non-secure/dorm style housing), depending on their needs.

Demographics of identified target population, including anticipated numbers of youth served, disaggregated by factors including age, gender, race or ethnicity, and offense/offense history:

San Mateo County is anticipating welcoming approximately 15 DJJ-eligible youth to the S.O.A.R.R. Program at any given time who reside locally or within the greater Bay Area. We are open to accepting youth that have the needs noted in the section above, regardless of age, gender, race or ethnicity, with an emphasis on service for female youth offenders because of the continued operation of Camp Kemp, one of the few all-girls juvenile camps managed by a probation department in the state of California.

Additionally, San Mateo County is open to serving female offenders, long-term commitments, CSEC, LGBTQ+ youth, and those with gang involvement, who have sustained offenses under WIC 707(b), with the exception of sex offenders and those with significant mental health needs as we currently do not have programs in place to support these specific needs nor do we have the capacity to create new ones.

Describe any additional relevant information pertaining to identified target population, including programs, placements and/or facilities to which they have been referred.

All the relevant information is described above.

Part 3: Programs and Services (WIC 1995 (c)(2))

Provide a description of the facilities, programs, placements, services and service providers, supervision, and other responses that will be provided to the target population:

San Mateo County currently operates two (2) juvenile detention facilities:

- **Youth Services Center - Juvenile Hall (YSC)** - The YSC opened in September of 2006 with a capacity for 180 youth. YSC consists of an admissions unit, seven living units, a kitchen and assembly / programming space, a health and dental clinic, a fully-accredited school, a gym and an outdoor recreation area. Youth housed in the YSC can participate in many programming options ranging from cognitive skills workshops to folk dancing. These programs are provided through a combination of probation staff, contracted community-based organizations (CBOs), volunteers, and county partners such as Behavioral Health and Recovery Services (BHRS) and the Human Services Agency (HSA).
- **Camp Kemp** – A 30-bed facility specifically designed for adolescent youth who are placed on probation and committed to the program by the Juvenile Court. The goal of Camp Kemp is to provide a safe and caring environment that is trauma informed and gender responsive with guidance, understanding, and support. Guided by the commitment in providing gender-responsive services and restorative justice, Camp Kemp offers intervention programs implemented through a strengths-based approach that address issues such as abuse, violence, family relationships, substance abuse, and co-occurring disorders. Restorative justice centers on the belief in blending accountability and treatment to repair harm done and to heal personal and interpersonal relationships while forming positive connections within the larger community.

Prior to assuming any responsibilities for youth, supervision staff members shall be properly oriented to their duties and shall receive a minimum of 40 hours of facility-specific orientation, including safety and security issues, ethical responsibilities, and culturally, trauma informed and gender-responsive approaches as well as anti-discrimination policies.

In addition, staff will also be trained on:

- Individual and group supervision techniques
- Regulations and policies relating to discipline and rights of youth
- Basic health, sanitation, and safety measures
- Suicide prevention and response to suicide attempts
- Policies regarding use of force, de-escalation techniques, mechanical and physical restraints
- Review of policies and procedures referencing trauma and trauma-informed approaches
- Procedures to follow in the event of emergencies
- Routine security measures, including perimeter, security, and grounds
- Crisis intervention and mental health referrals to mental health services
- Fire/life safety training
- Youth Development and Best Practices for Transition-Aged Youth

Prior to assuming sole supervision of youth, each supervision staff member shall successfully complete the requirements of the Juvenile Corrections Officer Core Course. Prior to exercising the powers of a peace officer, supervision staff shall successfully complete training pursuant to Section 830 et seq. of the Penal Code.

A notable program that San Mateo County will be providing to DJJ-eligible youth under the S.O.A.R.R. Program umbrella is the “G.I.R.L.S. (Gaining Independence and Reclaiming Lives Successfully) Program,” which is an existing program we plan to expand. The G.I.R.L.S. Program is based on gender-responsive principles and the restorative justice philosophy, that centers on the belief in blending accountability and treatment to repair harm done and to heal personal and interpersonal relationships while forming positive connections within the larger community. Gender-responsiveness is based on the idea that girls commit crimes for different reasons than boys, therefore if we can address those issues, we can reduce their criminal risk. Gender-responsive interventions address issues such as abuse, violence, family relationships, substance abuse and co-occurring disorders. They are implemented with a strengths-based and evidence-based practices approach.

Probation also has agreements with CBOs to provide gang prevention & intervention programs, including in-custody and reentry services. We are currently exploring a program specific to transgender youth.

Behavioral Health and Recovery Services (BHRS) Programs and Services

The BHRS YSC clinical team provides trauma informed services, taking into consideration Adverse Childhood Experiences (ACES) which have been correlated with health and social problems across lifespan. The team also uses the Neurosequential Model of Therapeutics (NMT) which is a developmentally sensitive, neurobiology-informed approach that integrates core principles of neurodevelopment and traumatology to inform clinical work with children, families, and the communities in which they live. BHRS will be providing the following services:

- **The Neurosequential Model of Therapeutics (NMT)**
BHRS began to implement NMT in 2012 within the youth system. An NMT assessment gathers information about adverse experiences from intrauterine to chronological age. The NMT assessment compares this youth with those in his/her same age group without a history of trauma. The results of this assessment inform the clinical work as well as offer parents/primary caregivers and other providers about the youth’s current level of functioning which in turn assists in appropriate developmental interventions.
- **Individual Therapy/ Counseling Services**
Individual therapy is offered to all youth detained at the YSC and Camp Kemp upon intake. Additionally, referrals may come from Court, Juvenile Institution staff, Probation, Correctional Health, parents, school department, community-based providers or youth may self-refer. In compliance with state regulations youth who have Mental Health services included in an IEP or are prescribed psychotropic medications are routinely provided therapeutic services.

BHRS therapists use a variety of evidence-based therapeutic modalities, for example: Eye Movement Desensitization Reprocessing (EMDR), Motivational Interviewing (MI), Art Therapy, Attachment Therapy, Cognitive Behavioral Therapy (CBT), Dialectical Behavioral Therapy (DBT), Internal Family Systems (IFS), Structural Family Therapy, and Acceptance and Commitment Therapy (ACT). These modalities target symptoms such as depression, anxiety, posttraumatic stress disorder, sleep disturbances, relational/attachment issues, substance use and abuse, and complex trauma.

BHRS clinicians often attend various multi-disciplinary meetings including IEP meetings, placement meetings, and CFT (Children and Family Team) meetings which are required by the state to assure that the voice of the client and family is part of the treatment planning for the youth, these include:

- **Family Therapy**

BHRS clinicians provide family therapy to adolescents returning home from YSC, out-of-home placements, in addition to, youth currently detained at the YSC or Camp Kemp. The culturally diverse population served includes a significant higher number of Latino families from Mexico and Central America. BHRS clinicians are equipped to provide cultural and linguistic competent services primarily in the families' homes or another community-based location. BHRS clinicians require frequent collaboration with Juvenile Probation and numerous other community-based service providers. Therapeutic services include brief family therapy, long-term therapy, case management, crisis intervention, and family support within a family-focused best-practices model.

- **Group Therapy**

Group therapy is provided at Camp Kemp with a focus on mental health concerns, such as depression, anxiety, posttraumatic stress disorder, body image issues, emotional regulation, self-esteem, grief, intimate partner violence, and substance misuse. The structure of the group may be psychoeducational, skills development, support group or an interpersonal processing group. BHRS clinicians provide various therapeutic interventions using a trauma-focused lens and utilize activities, such as multimedia, gardening, drumming, running, art, and music to promote healing and positive change. BHRS clinicians trained in Girls Circle and the Council of Boys can conduct groups using the One Circle Foundation curriculum. Information gathered from the BHRS clinical assessments is used to determine the needs of the youth and focus of the group.

- **Family Partner Services**

A BHRS staff member assists parents of youth that are currently involved with the Juvenile Justice System navigate the Court and legal processes. The staff member supports, advocates, and provides a range of services which ensure successful linkages to other County agencies to help get basic needs met such as, housing and food as well as linkages to agencies providing immigration services, regional centers, and other support services. The Family Partner uses their lived experience as a tool to engage, retain and support the parents and families. The Family Partner provides insight to clinicians and Deputy Probation Officers (DPOs) that impact the therapeutic work and relationship, as well as the families experience as they continue to be involved in the Juvenile Justice system.

- **Psychotropic Medication Management**

Two (2) Psychiatrists provide psychotropic medication management for the youth while at the YSC. The referrals are either generated by Correctional Health, clinicians, parents, or self-referrals. The Psychiatrists work closely with the clinicians to ensure continuity of care upon a youth's release from the YSC.

- **Court Ordered Psychological or Psychiatric Evaluations**

The staff Psychologist and Psychiatrists are responsible for completion of Court Ordered Psychological or medication evaluations. These evaluations help determine optimal treatment planning or placement options for the youth that has been assessed.

The BHRS clinical team frequently provides consultation regarding behavioral health concerns that arise with youth to Institutions staff, DPOs, and Correctional Health.

BHRS clinicians provide trainings, such as the Six Core Strengths of the Neurosequential Model of Therapeutics, Suicide Risk and Assessment, Substance Use/Abuse to DPOs (which qualify for continued education training). BHRS staff also provide trainings in Cultural Humility and Trauma 101.

Human Services Agency (HSA)

San Mateo County HSA, Children and Family Services (CFS), may provide support and services to eligible youth that fall within this population. Programs and services may include:

- **The Independent Living Program (ILP)**

Provides training, services, and benefits to assist current and former foster youth in achieving self-sufficiency prior to, and after leaving, the foster care system. Youth are eligible for ILP services from age 14 to the day before their 21st birthday, provided one of the following criteria is met:

- The youth was/is in foster care at any time from their 14th to their 19th birthday.
- The youth was placed in out-of-home care by a tribe or tribal organization between their 16th and 19th birthdays.
- The youth is a former dependent who entered a kinship guardianship at any age and is receiving/received Kinship Guardianship Assistance Payments (Kin-GAP) between the ages of 16 and 18 years.
- The youth is a former dependent who entered a Non-Related Legal Guardianship (NRLG) after attaining age 8 and is receiving/received permanent placement services.

- **Foster Youth Education and Employment Services Program (FYEESP)**

Provides education and employment related case management services to current San Mateo County dependent youth. Participating youth will receive secondary and post-secondary education support, job readiness training, career development and other supportive services.

The San Mateo County Office of Education (SMCOE)

The SMCOE Court and Community Schools Program provides a student-centered, standards-based curriculum that prepares students for future success. SMCOE engages in a unique and innovative partnership with the College of San Mateo through Project Change which provides our students with opportunities to develop college and career readiness skills, complete California's high school requirements for graduation, and pursue college level courses for college credit.

Margaret J. Kemp School provides a Western Association of Schools and Colleges (WASC) accredited core academic program that prepares students to be academically and socially successful and to ultimately return to a district program. We want our students to achieve a high school diploma, but we also provide support for students to pursue a High School Equivalency Test (HiSET) certificate or California High School Proficiency Examination (CHSPE) certificate. Additionally, students may participate in post-secondary educational opportunities, that might include technical training or work experience.

SMCOE provides differentiated instruction adapted to meet individual student needs. The curriculum is aligned to the Common Core State Standards and English Language Development (ELD) standards. Special Education and ELD services are provided for eligible students. Academic programming is provided year-round.

Our staff holds high expectations for every student. Student success is measured in terms of academic growth, team work and persistence, everyday motivation, positive and restorative interactions, and personal accountability. SMCOE will continue to meet the needs of and provide services to students served under SB 823.

Fresh Lifelines for Youth (FLY)

San Mateo County currently contracts with FLY to provide services to youth both within the facilities as well as when they reenter their communities. Existing services provided include:

- **Law Related Education (LRE)** – a 12-week program built around helping high-school-aged young people understand their rights and responsibilities under the law, covering topics like police encounters, gang involvement, unlawful sex, and a mock trial. When possible, FLY takes young people on a field trip to a local college or university campus to connect them with post-secondary opportunities. The program engages volunteers – primarily younger people with interest or experience in the justice system themselves – to facilitate the lessons alongside staff. LRE uses motivational interviewing techniques, trauma-informed practices, restorative justice practices, strengths-based practices, and tools to help youth develop Social Emotional Learning skills. Additionally, during the weekly classes, FLY staff and volunteers meet 1:1 with youth to build relationships.
- **Reentry Pre-Release Case Management** – Through connections in the LRE component of our programs, Reentry Case Managers (who help facilitate LRE) identify youth who are eligible and may qualify for our programs. Case Managers set up 1:1 meetings to get to know those youth, do initial assessments, and start building reentry plans with the youth, family, Probation staff, and service providers. Reentry staff may also speak to their experiences with individual youth during court hearings where appropriate. Reentry staff

participate in Family Nights and MDTs at Camp Kemp. (see additional FLY Reentry services under community-based/reentry services below).

- **Career Pathways Navigator (CPN) Services** – The new role of the CPN supports all youth served by FLY in San Mateo County. The CPN is meant to bring additional educational, career navigation, and other specialized supports, beyond the expertise of case managers. This is accomplished through a combination of group workshops and 1:1 coaching with detained youth. Recent workshops provided in Juvenile Hall and Camp Kemp have included College Access Supports, Voting Rights, and Financial Literacy. The CPN has also recently met with youth to discuss their specific needs in reentering the school system, accessing funding to pay for Community College costs, and managing their arrest history as part of the job search process. If/When the Phoenix Reentry Program (PREP) services begin, the CPN will be focused on providing educational and career-related content based on the specific needs of those youth within the institution. In the meantime, the CPN currently serves detained youth based on referrals from FLY staff or Probation staff.

With the expansion of services to the S.O.A.R.R. Program's DJJ-eligible youth, FLY hopes to provide the following programs:

- **STAY FLY** – The program was originally designed in response to SB1004, which piloted in Alameda County and Santa Clara County, but has expanded to serve any justice-involved Transition-Aged Youth (TAY) or youth 18-25-year-old in both communities. In-custody, the program includes systems navigation workshops, which include law-related and life skills education appropriate to the TAY population. These workshops, along with 1:1 support, builds connection between STAY FLY Case Managers and young adults as they begin to transition into the community, where services expand (see explanation under community-based/reentry services below)
- **Credible Messenger Mentor Program** – Coming alongside FLY's existing Reentry and STAY FLY programs, the Credible Messenger Mentors (CMM) help transform attitudes and behaviors around violence, provide companionship, build confidence, and provide specialized guidance to youth who have committed serious violent crimes and crimes with weapons. CMMs are FLY alumni who are from the same neighborhoods and backgrounds as the participants, who are respected in their communities, who have lived experience of the juvenile justice system, and who are assessed as being ready for the responsibilities of mentorship. Mentors engage with participants and families in regular pro-social and skill-building activities. Services are currently provided in and out of locked facilities in Santa Clara County (Same services are described under community-based/reentry services since CMM serves youth in or out of custody)
- **Court Appointed Friend and Advocate (CAFA) Mentor Program** – CAFA Mentors are highly-trained volunteers who are matched with youth in facilities or on probation to serve as advocates and positive role models. The CAFA Program lasts 12 months, with services sometimes starting while youth are detained and continuing through the completion of Probation. CAFA Mentors are appointed by the Juvenile Court to serve as advocates for youth in court and other formal systems (like schools). Mentors meet with youth weekly and are supported by FLY Case Managers who ensure the support is consistent and positive while providing pro-social activities and other opportunities for connection. FLY has CAFA

programs in both Santa Clara and Alameda Counties. (Same services are described under community-based/reentry services since CAFA serves youth in or out of custody)

- **Youth Advisory Council** – YAC in Santa Clara County is expanding to include a cohort of youth currently in locked facilities to build their skills as positive changemakers within the systems that impact them and to ensure services are appropriate and responsive to young people’s needs. (See description of existing services under the community-based/reentry services.)
- **Transitional Housing Support** – The possibility of exploring supportive transitional housing for youth who cannot safely stay in their homes to receive comprehensive, community-based services as an alternative to large locked institutions. Modeled on housing for community members with substance use or mental health needs.

Additionally, FLY is applying for the Innovative Grant Program, administered by DJJ. Their application will focus on a new project that will place FLY staff inside DJJ to provide curriculum, 1:1 relationship-building, and reentry planning for all youth, connecting with FLY programs in San Mateo, Santa Clara, and Alameda Counties for youth returning to those communities and partnering with Probation departments and CBOs in other counties to serve youth who are already committed to DJJ and/or who cannot be served locally.

Part 4: Juvenile Justice Realignment Block Grant Funds (WIC 1995 (3)(a))

Describe how the County plans to apply grant funds to address the mental health, sex offender treatment, or related behavioral or trauma-based needs of the target population:

San Mateo County plans to apply grant funds to enhance existing programs and address the trauma-based needs of female offenders, long-term commitments, CSEC, LGBTQ+ youth, and those with gang involvement, who have sustained offenses under WIC 707(b). San Mateo County will be using grant funds to provide additional gender-responsive and trauma-informed training for Probation staff and other county partners.

Describe how the County plans to apply grant funds to address support programs or services that promote healthy adolescent development for the target population: (WIC 1995 (3) (B))

San Mateo County will be looking at current trends and research in order to provide appropriate programs to youth. We will continue to work with CBOs to offer appropriate programs and provide appropriate and up-to-date staff training.

Programs can be administered by county partners such as mental health agencies, CBOs, faith-based organizations, or probation staff. Programs may include but are not limited to:

- Cognitive Behavioral Interventions
- Management of Stress and Trauma
- Anger Management
- Conflict Resolution
- Trauma-related Interventions
- Self-Improvement
- Parenting Skills and Support
- Tolerance and Diversity
- Healing Informed Approaches
- Gender Specific Programming
- Career and Leadership Opportunities
- Vocational, Life Skills and Educational Programming and certification
- Project Change (a local community college program that provides wrap-around student support services, direct access
- Gang prevention and intervention
- Restorative justice program
- Victim Impact Awareness program
- Program to build empathy for crime victims
- Engagement with peer mentors or credible messengers (i.e. young adults with prior system and/or gang involvement)

Describe how the County plans to apply grant funds to address family engagement in programs for the target population: (WIC 1995 (3) (C))

San Mateo County believes that youth should be housed close to their place of residence to help continue their connection to their families which will aid in their rehabilitation. Equity in each youth and their families' access to services and programs is vital to reentry and rehabilitation. For this reason, we have chosen to only accept youth that are local to San Mateo County or those that reside within the Bay Area region so families can still visit and participate in programs and services with their children. These grant funds will also be used to rebuild previous parenting programs managed by the Probation department. These programs may include the Parent Project and/or Staying Connected with Your Teen – Prevention Program, both of which were allowed to sunset as the staff assigned to them retired. There will also be an emphasis on providing parenting programs such as the Positive Parenting Program (Triple P) for youth in-custody that are already parents themselves . San Mateo County is planning on contracting with a CBO to provide these identified programs.

Describe how the County plans to apply grant funds to address reentry, including planning and linkages to support employment, housing and continuing education for the target population: (WIC 1995 (3) (D))

San Mateo County will convene a Multi-Disciplinary Team (MDT) to be convened either 30-days (if the youth is local to San Mateo County) or 60-days (if the youth lives in other Bay Area counties) prior to the youth's release to establish their reentry plan. The MDT will include Probation staff, collaborating county agencies (e.g. BHRS, County Office of Education, Correctional Health, and the HSA), as well as CBOs the youth and their parents/guardians. The reentry case plan discussion will include programs and services in the community the youth will be participating in, including, but not limited to:

- Education
- Vocation/Employment
- Mental Health
- Alcohol and Other Drugs
- Pro-social
- Gang
- Anger Management
- Management of Stress and Trauma
- Parenting Support
- Housing
- Government Assistance (food, medical, etc.)

Confirmation regarding transition or warm hand-off of school placement (if applicable), employment, pro-social activities and other identified areas of need will be reviewed and agreed upon. Barriers to the reentry case plan will be identified and plans for mitigation will be strategized. The youth and parents/guardian will understand and agree on their responsibility to the case plan for the youth's transition home and remaining in the community.

Additionally, San Mateo County currently has a contract with FLY to provide reentry services to youth. With this grant, we will be expanding this contract to provide the same amount and level of service to DJJ-eligible youth. Comprehensive services include:

FLY Reentry Services

FLY currently provides the following reentry services for San Mateo County youth:

- **Reentry Case Management: 1:1 Case Management Meetings, Parent Meetings, and Advocacy** – The reentry case management and mentoring component intervenes more intensively with high-risk juvenile probation reentry youth to help them through a seamless transition from institutions, decrease recidivism and gang involvement, and increase constructive use of time through school and employment. Case Managers develop Development Plans (service plans) with youth to identify and build skills/supports for youth goals. Typically, there are at least three goals on a Development Plan: reducing justice system involvement, increasing educational or professional attainment, and a personal goal

the youth has for developing better relationships, tools, or resources for long-term success. Case managers then meet regularly with youth to enact that plan, provide advocacy both alongside and on behalf of youth, and problem-solve as youth progress. The Reentry program follows a Critical Time Intervention model, designed to repair the rupture between the youth and their community such that the youth has a stable, positive support network outside of FLY by the end of their time in case management. Case managers are trained and regularly evaluated on the use of trauma-informed practices, motivational interviewing, strengths-based practices, Social Emotional Learning tools, leveraging youth assets, and supporting healthy youth development. Case Managers collaborate with POs and service providers to help youth stay accountable to the terms of their probation and to troubleshoot challenges with the youth as they arise.

- **Reentry Pro-social Activities** – Activities include fun, pro-social events for youth in the program to further enforce pro-social attitudes, behaviors, and peers with similar goals of reducing juvenile justice involvement and Law-Related Education field trips for youth in-custody to college campus. What specific activities. FLY provides field trips to local colleges and universities for incarcerated youth to learn about the opportunities to pursue higher education. For youth in the community, we have held a wide range of events, including hiking and backpacking trips, community service events, and game nights.
- **Career Navigation Workshops** – Similar to the work with youth in custody, the Career Pathways Navigator (CPN) provides specialized education, career, or basic needs supports through responsive workshops and 1:1 coaching and advocacy. The CPN collaborates with Case Managers when youth needs exceed the Case Manager's expertise or capacity. When needed, the CPN identifies content-area experts who can coach or train youth, such as around specific vocational interests (like entrepreneurship) or educational challenges (such as IEP/504 rights).

With the acceptance of implementation of the S.O.A.R.R. Program for DJJ-eligible youth, San Mateo County and FLY hopes to expand programming to include the following services:

- **STAY FLY** – Leading up to and following release, case managers work 1:1 with young adults to navigate the justice system and other systems of support. STAY FLY is designed to help young adults navigate the transition into adulthood and independence, leveraging FLY's experience with Critical Time Intervention, trauma-informed practices, and strengths-based approaches. STAY FLY builds self-efficacy while connecting young adults to services and building robust and responsive systems of support around their increased needs in areas like housing, job training, healthcare access, and more.
- **Youth Advisory Council** – YAC currently runs within the Santa Clara County Probation Department, in partnership with FLY, where the Council is composed of Youth Justice Consultants – youth with prior involvement in the justice system who are now ready to become leaders of change. YJCs meet regularly to engage with staff for professional development and attend systems meetings to participate in decision-making processes and policies within Probation. Activities include providing orientations for new youth on probation, training all new DPOs, and advising on changes to Probation policies.
- **Credible Messenger Mentors** - Coming alongside FLY's existing Reentry and STAY FLY programs, the Credible Messenger Mentors (CMM) help transform attitudes and behaviors

around violence, provide companionship, build confidence, and provide specialized guidance to youth who have committed serious violent crimes and crimes with weapons. CMMs are FLY alumni who are from the same neighborhoods and backgrounds as the participants, who are respected in their communities, who have lived experience of the juvenile justice system, and who are assessed as being ready for the responsibilities of mentorship. Mentors engage with participants and families in regular pro-social and skill-building activities. Services are currently provided in and out of locked facilities in Santa Clara County

- **Court Appointed Friend and Advocate (CAFA) Mentor Program** – CAFA Mentors are highly-trained volunteers who are matched with youth in facilities or on probation to serve as advocates and positive role models. The CAFA Program lasts 12 months, with services sometimes starting while youth are detained and continuing through the completion of Probation. CAFA Mentors are appointed by the Juvenile Court to serve as advocates for youth in court and other formal systems (like schools). Mentors meet with youth weekly and are supported by FLY Case Managers who ensure the support is consistent and positive while providing pro-social activities and other opportunities for connection. FLY has CAFA programs in both Santa Clara and Alameda Counties. (Same services are described under community-based/reentry services since CAFA can serve in or out of custody)

BHRS Discharge and Planning Services

The BHRS clinician assesses whether the youth and/or family will benefit from the continuation of mental health services once the youth returns home. This assessment will also determine whether the current YSC BHRS clinician continues to provide mental health services in the community or if a referral to a regional clinic is deemed appropriate. BHRS collaborates with Probation, Institutions staff and other stakeholders to bridge services and develop a transitional plan for the youth.

Ongoing mental health services may include individual therapy, family therapy, psychiatric services, case management services, Family Partner services, and substance abuse services. Transitional Age Youth services, vocational and pro-social activities referrals are also a strong component of the BHRS discharge planning. In general, the creation of a solid discharge plan in close collaboration with youth and parents/primary caregivers is held as a standard of care by the YSC BHRS clinical team.

Describe how the County plans to apply grant funds to address evidence-based, promising, trauma-informed and culturally responsive services for the target population: (WIC 1995 (3) (E))

As a Certified Evidence Based Organization (CEBO), San Mateo County implements data-driven policies and promotes evidence-based programs and promising practices to advocate for community and restorative justice. In this regard, the Probation Department has provided training on evidence-based programs through a justice lens, identifying cultural biases and trauma-informed care to all staff. Additionally, in its solicitation process for contracted services, the Probation Department requires that applicants have programs and services that are documented or verified as either evidence-based or a promising practice through available evidence-based clearinghouses.

San Mateo County will continue to implement these practices when choosing any providers for enhanced services or the creation of new ones.

One of the programs San Mateo County implemented in 2020 is WhyTry. This is an evidence-based social and emotional learning (SEL) program which has been proven to be a successful intervention tool with juvenile justice involved youth in areas of relationship, relevancy, and resiliency. In December 2020, a total of 50 Probation institutions staff and/or Group Supervisors (GSs) were trained and certified as WhyTry facilitators. Currently GSs are delivering the WhyTry curriculum in individual and group settings in topics including but not limited to:

- Surrendering the One-Up Relationship
- Your Decisions Have Consequences
- How to Deal with Peer Pressure
- Tearing off your Labels
- How to Manage you Defense Mechanisms
- How Living Within Society's Laws and Rules can make you Stronger

WhyTry is guided by the following principles:

1. Relationship

GSs who implement the WhyTry program will establish a strong relationship of mutual respect and trust with youth, which is foundational to a full fidelity implementation of the program and positive outcomes.

2. Relevance

WhyTry motivates juvenile justice involved youth to take a greater interest in their own success and long-term personal development by understanding the relevance of actively participating, as well as motivating them to make long-term goals and apply themselves. WhyTry is a multi-sensory approach which engages youth by using relevant videos, music, images, and by engaging learners in physical activities.

Resilience

3. The WhyTry program curriculum helps to develop greater resilience which in turn promotes youth to be better prepared with many of the challenges life brings.

Describe whether and how the County plans to apply grant funds to include services or programs for the target population that are provided by nongovernmental or community-based providers: (WIC 1995 (3) (F))

The San Mateo County Probation Department has an extensive history of collaborating with CBOs. We currently have contracts with six (6) CBOs that provide in-custody and community-based services for San Mateo County youth, a detailed list is provided below:

CBO	Services Provided
Fresh Lifelines for Youth (FLY)	Law-related education, reentry services, education & career navigation
Mind Body Awareness Project	Mindfulness meditation and pro-social life skills program; emotion regulation and coping skills.
Rape Trauma Services	Crisis intervention and advocacy, group therapy, ending cycles of violence and trauma training.
StarVista	Individual, group and family therapy, substance abuse treatment, Re-entry services.
Success Centers	Job readiness training, play writing, visual arts, academic study hall, coding, and healthy choices.
The Art of Yoga Project	Yoga, creative arts and writing, mindfulness, and financial literacy curriculum.

With this grant, we will be expanding the services above to accommodate the anticipated 15 additional DJJ-eligible youth that will be housed in our county.

San Mateo County will also be using grant funds to partner with CBOs to provide vocational programs for the youth to aid in their reentry.

Other elective programs that are currently being provided are included in the table below:

Program	Description
Life Skills	
Girls Circle	A gender-relevant girls' programs that allow girls to voice their experiences, develop positive connections, and gain skills to pursue meaningful goals in education, careers, and relationships.
Boys Circle	A gender-relevant boys' programs that allow boys to voice their experiences, develop positive connections, and gain skills to pursue meaningful goals in education, careers, and relationships.
Omega	Interactive life-skills building and relevant speaker presentations.

Project Change	Provides youth who have completed high school the opportunity to continue education into the community college arena.
Cognitive Skills	Overcoming negative behavioral patterns
Spanish 101	Introduction to reading, writing, listening and speaking skills in Spanish
A Brighter Day	Job training for youth
Cooking and Baking	Basic culinary arts
Garden Program	Horticultural training in creating on site gardens.
Animal Therapy	Feed, care for and maintenance of the chicken coop
Arts and Creative Arts	
Book Club	Forum to discover new books, increase literacy and focus on literary critique.
The Beat Within	Writing/literature skills, visual and performing arts workshop
Arts Unity Movement	Creative arts through music and conversation
Essay Program	Critical thinking and creative writing
Physical Activities	
Large Muscle Activity	Required activity exercises that is planned, structure, and repetitive bodily movement that improves circulation and cardiovascular health.
Activities Highlights Committee	Holiday-themed events, seasonal Olympic games
Wellness and Mindfulness	
Bold and Beautiful Facials	Importance of facial hygiene and maintenance
Mind and Body Awareness	Mindful meditation
Niroga Yoga	Mindfulness training and yoga
Recovery	
Alcoholics Anonymous (AA)	Provides youth a group of principles to help expel the obsession to drink and enable them to become happy and whole.
Narcotics Anonymous	Provides basic messages of recovery so that youth involved with drugs can overcome addiction.
Faith-based	
Bible Study	Provides youth the opportunity to participate in faith-based groups.
Catholic Christian Services	Outside faith-based organization provide church services to youth.

Part 5: Facility Plan

Describe in detail each of the facilities that the County plans to use to house or confine the target population at varying levels of offense severity and treatment need, and improvements to accommodate long-term commitments. Facility information shall also include information on how the facilities will ensure the safety and protection of youth having different ages, genders, special needs, and other relevant characteristics. (WIC 1995 (4))

Youth will be placed in appropriate, least restrictive housing and program settings. Housing assignments shall consider the need for single, double, or dormitory assignment or location within the dormitory.

Youth will be classified upon admittance to the facility and classification factors shall include, but not be limited to:

- Age
- Maturity
- Sophistication
- Charges and Offense History
- Emotional Stability
- Program Needs
- Legal Status
- Public Safety Considerations
- Medical / Mental Health Considerations
- Physical Disabilities
- Gender and Gender Identity of the Youth

Depending on the youth's progress within the facility, periodic classification reviews, including provisions that consider the level of supervision and the youth's behavior while in-custody, will be conducted.

The youth shall not be separated from the general population or be assigned to a single occupancy room based solely on their actual or perceived race, ethnic group identification, ancestry, national origin, color, religion, sexual orientation, gender identity, gender expression, mental or physical disability, or HIV status. This does not include a youth requesting a single occupancy room.

Staff shall not consider lesbian, gay, bisexual, transgender, questioning or intersex identification or status when classifying youth.

Staff shall assess and screen each youth for the risk of sexual abuse based on the following information:

- Prior sexual victimization or abusiveness

- Gender nonconforming appearance or manner; or identification as lesbian, gay or bisexual, transgender, queer or intersex, and whether the youth may, therefore, be vulnerable to sexual abuse;
- Emotional stability and cognitive development
- The youth's perception of vulnerability
- Any other specific information about the individual youth that may indicate heightened needs for supervision, additional safety precautions, or separation from certain other youth.

Staff will ensure respectful and equitable treatment of transgender and intersex youth. Youth will be housed in a unit or room that best meets their individual needs and promotes their safety and well-being.

In addition, in order to meet the needs of this population, grant funds may also be used for infrastructure modifications that may include the following:

1. Additional furniture
2. Equipment for new programming such as culinary arts and trades
3. Capital improvements/construction including modifying the existing structure (e.g. create walls, install new entrances) in certain areas to accommodate housing needs and new programming
4. Enhance existing technology (e.g. security, computers, drone detection) as needed

Part 6: Retaining the Target Population in the Juvenile Justice System

Describe how the plan will incentivize or facilitate the retention of the target population within the jurisdiction and rehabilitative foundation of the juvenile justice system, in lieu of transfer to the adult criminal justice system: (WIC 1995 (5))

There will be assessment and case planning for all youth, conducted by Probation staff. Assessments/case plans will be created within 40 days of a youth's admission and updated every 30 days thereafter. This case plan will serve as a guide for the youth on programs and services needed in-custody and will be different from the reentry case plan. Probation staff will meet with the youth to identify objectives that include a description of their program resources needed and the individuals responsible for ensuring that the plan is implemented.

A reentry plan, as described in part 4 of this plan, will be developed for youth prior to their release. The reentry plan will be developed with input from an MDT where transition needs from in-custody to the community will be identified and discussed. These needs will include counseling and vocational services, trades, education, and work programs. Youth may receive other supports or assistance with needs or concerns that may arise.

Part 7: Regional Effort

Describe any regional agreements or arrangements supported by the County's block grant allocation: (WIC 1995 (6))

San Mateo County currently has an agreement with Sonoma County Probation Department to accept juveniles under the jurisdiction of the Sonoma County Juvenile Court at-risk youth into Camp Kemp (girls camp). We are interested in entering into a Joint Powers Agreement with the nine Bay Area counties, with an emphasis on those adjacent to us to house their youth and provide them with services and programs.

Part 8: Data

Describe how data will be collected on youth served by the block grant: (WIC 1995 (7))

Data that will be collected on the **youth served** will include:

- Demographics – age, gender, ethnicity, date of birth, place of residence
- Case information – charges, time in custody (before/after DJJ commitment)
- Prior cases – charges, time in custody (before/after disposition)
- In-custody programs – type of program, program enrollment, participation (how is the youth doing in the program), outcome
- Assessment information – from reentry case manager or the risk/needs assessment system; Ohio Youth Assessment System (OYAS)
- Post release:
 - Enrollment in reentry services identified in the case plan (education, housing, employment)
 - New law violations
 - Reentry supervision violations

Data that will be collected on the **program providers** (for both County services and CBOs) will include:

- Program dosage and frequency
- Participation in MDTs
- Timeliness of service delivery
- Post release:
 - Frequency of case manager check-in with youth
 - Services delivered as prescribed by the contract
 - Timeliness of service delivery

Describe outcome measures that will be utilized to determine the results of the programs and interventions supported by block grant funds: (WIC 1995 (7))

Outcome measures for **youth served** will include:

- In-custody:
 - Percent of youth that participate in—custody programs
 - Percent of youth that gain the skills to pursue positive personal, professional, and social goals in the facility and upon release
 - Percent of youth who show growth in Social Emotional Learning measures while in custody
 - Number of youths who receive reentry services
- Post release:
 - Number of youths enrolled in school
 - Number of youths enrolled in vocational training programs
 - Number consistently engaged in mental health treatment
 - Number consistently engaged in substance abuse treatment
 - Number consistently engaged in community programs
 - Number of youths employed after returning to their community (including information on place of employment, type of employment)
 - Number of youths who enter the adult system before the age of 25 after returning to their communities
 - Number of new law violations
 - Number of reentry supervision violations
 - Percent of youth basic needs identified at release where referral or assistance was provided

Outcome measures for **program providers** (for both County services and CBOs) may include (if applicable):

- In-custody:
 - Number of classes or programs completed
 - Number of MDTs attended
 - Number and type of assessments administered
- Post release:
 - Number of case manager contacts and visits with the youth and/or other service provider
 - Number of programs and services identified in the reentry plan that were addressed in the community, to be broken down but not limited to the category below:
 - Education
 - Vocational
 - Employment
 - Mental health treatment
 - Substance abuse treatment