


**COUNTY OF SAN MATEO**

**Interdepartmental Correspondence**

Date 5/2/01

Hearing Date 5/22/01

**TO:** Honorable Board of Supervisors  
**FROM:**  Loren Buddress, Chief Probation Officer  
**SUBJECT:** Schiff-Cardenas Crime Prevention Act of 2000 (CPA 2000)

RECOMMENDATION

Approve the County's Comprehensive Multiagency Juvenile Justice Plan (CMJJP) Adopt a resolution authorizing the Probation Department to submit an application for CPA 2000 funding, and authorize the Chief Probation Officer, Chair of the Juvenile Justice Coordinating Council (JJCC), to execute, on behalf of the Board of Supervisors, any application, assurances, related contracts, amendments or extensions related to CPA 2000 with the State of California, provided any documents requiring the expenditure of additional County funds has been approved by this Board

Background

In late 2000, State appropriations under the CPA 2000 were allocated to Counties. The release of those funds for expenditure was determined by Board of Corrections (BOC) regulations. Per mandate, a council of approximately 25 persons representing County, municipal, schools, community-based organizations, and private individuals was convened by the Chief Probation Officer. The designated tasks were to define the gaps in the juvenile justice service net and determine the cities or locations that could most benefit from those services. Through a rigorous process, the major service needs were determined to be

- Comprehensive Youth and Family Assessment
- Expanding overburdened, valuable services
- Augmenting after-school activities
- Strengthening education and community service

The Proposed CMJJP has been submitted to the Board of Corrections for review. In order to obtain Board of Correction approval and release of the funds to be granted, the Board of Supervisors is required to adopt a resolution indicating the following

- Identification of the Chief Probation Officer as Chair of the JJCC,
- Identification of the Juvenile Justice Coordinating Council,
- Assurance that the Board of Supervisors has reviewed and approves the CMJJP,
- Assurance that the County has adhered to CPA 2000 and BOC requirements,

- Assurance that the CMMJP was developed and provided to the BOC in the required format,
- Authorization of the Chief Probation Officer to submit the application for approval of the CMJJP, and
- Assurance upon approval of the CMJJP, that the County will adhere to CPA 2000 requirements regarding the expenditure of funds and BOC reports

Discussion

During the Board of Corrections review of the CMJJP, detailed attention was devoted to measurable evidence that the eight proposed programs will meet their stated objectives. This information should not only reveal the effectiveness of individual programs and the CMJJP as a whole, but should also provide guidance in identifying future service needs of the juvenile justice system. Additional assurances of success were built into submission requirements in that the proposed programs must be modeled after programs with demonstrable effectiveness.

The following table lists the proposed CMJJP programs with costs, in order of priority.

PROGRAM	PRIORITY	COST
JUVENILE ASSESSMENT AND REFERRAL CENTER	1	\$440,551 00
YOUTH AND FAMILY RESOURCE CENTER	2	\$830,329 00
AFTER-SCHOOL HOMEWORK CENTERS	3	\$399,873 00
ACCELERATED RESOURCE CENTER EXPANSION	4	\$132,025 00
CROSSROAD/INTENSIVE INTERVENTION PROG	5	\$282,838 00
COMMUNITY WEEKEND WORK EXPANSION	6	\$308,234 00
COURT/COMMUNITY SCHOOLS COUNSELING	7	\$36,069 00
LITERACY/ NUMERACY INSTRUCTION AND LEARNING	8	\$137,000 00
TOTAL		\$2,566,919 00
ADMINISTRATION		\$12,430 00
CPA 2000 REQUEST		\$2,579,349 00
CPA 2000 ALLOTMENT		\$2,579,349 00

Most programs have anticipated start dates of 7/1/01 and the school programs have anticipated start dates of 9/1/01. These social service programs are the collaborative efforts of Probation, Courts, District Attorney, Human Services Agency, Mental Health, Office of Education, and community-based organizations.

- The CMJJP will implement a wide range of needs that are currently unmet in our communities. Some will expand service that is already present but unable to meet the **current** demand. The

Honorable Board of Supervisors  
May 22, 2001  
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CMJJP introduces comprehensive assessment and referral as its most important element, and expands this service type in North County and starts a new program in South County. These collaborations will accelerate service, diminish duplication, and facilitate future planning of the juvenile justice system in San Mateo County.

Fiscal Impact

There is no fiscal impact associated with the review, approval, and submission of the CMJJP. Should the Board of Corrections approve the CMJJP, the Juvenile Justice Coordinating Council will prepare an implementation plan with recommendations including detailed fiscal impact information and necessary Salary Ordinance Amendments or Appropriation Transfer Requests for your review and consideration.

RESOLUTION NO.

BOARD OF SUPERVISORS, COUNTY OF SAN MATEO, STATE OF CALIFORNIA

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**RESOLUTION BY THE SAN MATEO COUNTY BOARD OF SUPERVISORS  
AUTHORIZING THE PROBATION DEPARTMENT TO SUBMIT AN APPLICATION  
FOR SCHIFF-CARDENAS CRIME PREVENTION ACT OF 2000 FUNDING**

**WHEREAS**, the County of San Mateo desires to undertake a certain project designated the Crime Prevention Act 2000 Plan (CPA 2000) to be funded by the Schiff-Cardenas Crime Prevention Act of 2000 administered by the California State Board of Corrections (BOC).

**WHEREAS**, this Board has been presented with a form of such plan, approves such plan and wishes to take the actions necessary to ensure application for funding of such plan;

**NOW, THEREFORE, BE IT RESOLVED** that this Board makes the following assurances:

That the County of San Mateo Comprehensive Multiagency Juvenile Justice Plan has been/or will be developed and provided to the Board of Corrections in a format determined by the Board of Corrections,

That the County of San Mateo has adhered to the requirements of the Schiff-Cardenas Crime Prevention Act of 2000 and of the Board of Corrections regarding submission of the Comprehensive Multiagency Juvenile Justice Plan.

That the San Mateo County Board of Supervisors has reviewed and approves the County's Comprehensive Multiagency Juvenile Justice Plan,

That the County of San Mateo, upon approval of the County's Comprehensive Multiagency Juvenile Justice Plan and receipt of Schiff-Cardenas Crime Prevention Act 2000 funds, will adhere to the requirements of the Schiff-Cardenas Crime Prevention Act of 2000 regarding the expenditure of said funds and the submission of required reports to the Board of Corrections.

**BE IT FURTHER RESOLVED** that the Chief Probation Officer of San Mateo County, Chair of the Juvenile Justice Coordinating Council, is authorized to execute on behalf of the Board of Supervisors any application, assurances, related contracts, amendments or extensions with the State of California, provided any documents requiring the expenditure of additional funds by the County will be approved by this Board,

**BE IT FURTHER RESOLVED** that funds received hereunder shall not be used to supplant expenditures controlled by this body.

**SAN MATEO COUNTY JUVENILE JUSTICE COORDINATING COUNCIL**

NAME	TITLE	ORGANIZATION
Loren Buddress, Chair	Chief Probation Officer	Probation Department
Beverly Abbot	Director	Mental Health Services
John Belforte	Commissioner	Juvenile justice Commission
George Borg	Executive Director	El Centro de Libertad
Maureen Borland	Director	Human Services Agency
Marta Diaz	Judge of the Superior Court	Juvenile Court
James Fox	District Attorney	District Attorney's Office
Rich Gordon	Supervisor 3rd District	Board of Supervisors
Gerry Hilliard	Managing Attorney	Private Defender's Office
Don Horsley	Sheriff	Sheriff's Office
Darlene Jackson	Community Member	
John Maltbie	County Manager	County Manager's Office
Susan Manheimer	Chief of Police	San Mateo Police Department
David Mineta	Program Coordinator	Asian American Recovery Service
Margaret Taylor	Director	Health Services



**CRIME PREVENTION ACT OF 2000**

**APPLICATION FOR  
APPROVAL  
COMPREHENSIVE  
MULTIAGENCY  
JUVENILE JUSTICE PLAN  
(CMJJP)**

**SAN MATEO COUNTY**

**APRIL, 2001**

Version 1.1

**BOARD OF CORRECTIONS**  
600 BERGUT DRIVE  
SACRAMENTO, CALIFORNIA 95814-0185

TELEPHONE (916) 445-5073  
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**SCHIFF-CARDENAS CRIME PREVENTION ACT OF 2000**  
**COMPREHENSIVE MULTIAGENCY JUVENILE JUSTICE PLAN**  
**APPLICATION FOR APPROVAL**

**SECTION 1 - COUNTY INFORMATION**

Date: 4/1/01

County:	SAN MATEO	
Chief Probation Officer/ Chair of Juvenile Justice Coordinating Council:	LOREN BUDDRESS	
Department:	SAN MATEO COUNTY PROBATION	
Address:	21 TOWER ROAD	
	SAN MATEO, CALIFORNIA 94402-4000	
Telephone #:	650.312.8803	Facsimile: 650.312.5597

Plan Coordinator:	TONY ORAZEM*	
Department:	SAN MATEO COUNTY PROBATION	
Address:	1024 MISSION ROAD	
	SOUTH SAN FRANCISCO, CALIFORNIA 94080-3286	
Telephone #:	650.877.5405	Facsimile: 650.877.5442

**SECTION 2 – JUVENILE JUSTICE COORDINATING COUNCIL**

<b>NAME</b>	<b>TITLE</b>	<b>ORGANIZATION</b>
Beverly Abbot	Director	Mental Health Services
John Belforte	Commissioner	Juvenile justice Commission
George Borg	Executive Director	El Centro de Libertad
Maureen Borland	Director	Human Services Agency
Marta Diaz	Judge of the Superior Court	Juvenile Court
James Fox	District Attorney	District Attorney's Office
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Darlene Jackson	Community Member	
John Maltbie	County Manager	County Manager's Office
Susan Manheimer	Chief of Police	San Mateo Police Department
David Mineta	Program Coordinator	Asian American Recovery Service
Margaret Taylor	Director	Health Services



**SECTION 2A – SUPPORT STAFF TO THE COORDINATING COUNCIL**

<b>NAME</b>	<b>TITLE</b>	<b>ORGANIZATION</b>
Cynthia Brandon*	Executive Director	Criminal Justice Council
Judy Davila*	Manager of Community Devl.	Human Services Agency
Yvonne Frazier	Director	Alcohol and Drug Services
Charlene Frias*	Deputy Director	Admin Services, Probation
Sheralynn Frietas*	Assistant Chief Probation Officer	Probation Department
Mark Lane	Director	Human Services Agency
Janice MacLaren*	Deputy Chief Probation Officer	Institution Services
Sara Medina	Management Analyst	County Manager's Office
Dr. John Mehl*	Associate Superintendent	Office of Education
Christy Morrill	Fiscal Services Manager	Admin. Services, Probation
Maryanne O'Shea*	Director	Probation Juvenile Services
Robert Parker	Facilitator	Parker and Associates
Stewart Peterson*	Director	Probation Juvenile Services
Trisha Sanchez	Det Sergeant, Youth Services	Sheriff's Office
Michael Stauffer*	Deputy Chief Probation Officer	Juvenile Services
Deborah Torres*	Clinical Services Manager	Mental Health Services

\* indicates grant writer

**SECTION 3 –EXECUTIVE SUMMARY**

**Subsection 1. PLANNING ACTIVITIES**

**Collaborative Approach to Service Delivery**

The method of developing a proposed plan for allocating CPA 2000 funds in San Mateo County involved a collaborative process that encouraged active participation from numerous county departments originally involved in the Local Action Plan of 1999. The County's strategy was to devise services and programs that involve a multi-agency collaborative approach that enhances outcomes by providing diverse services with specialized expertise to a targeted population. The planning group worked together over several months to review and consider many proposed programs. The final proposal involved an inclusive approach that allowed participation from as many agencies as possible. Priorities:

- COMPREHENSIVE YOUTH AND FAMILY ASSESSMENT
- EXPANDING OVERBURDENED, VALUABLE SERVICES
- AUGMENTING AFTER SCHOOL ACTIVITIES
- STRENGTHENING EDUCATION AND COMMUNITY SERVICE AS A SUPPORT FOR REHABILITATION

Cities in the northern and southern parts of the County were identified a priority targets. With a projected increase in the number of high risk juvenile cases entering the juvenile justice system County-wide, the primary focus of San Mateo County's proposed CPA 2000 plan is to enhance existing, successful intervention and prevention services and add new services that will divert some juveniles and their families from the juvenile justice system.

The following is the geographic response to service needs in San Mateo County.

**North County** (Daly City, South San Francisco, Pacifica)

- PROP/ARC Expansion
- After School Home Work Centers

**South county** ( Redwood City, Menlo Park, East Palo Alto)

- Youth and Family Resource Center
- After School Home Work Centers

**County Wide**

- Hillcrest Assessment Center
- 3 I program
- Community Weekend Work Expansion
- Court/Community Schools Counseling

**Integrated Approach to Expanding Services**

The goal of identifying and providing community-based outreach services to juveniles and their families is the foundation for several proposed programs including the ARC Centers, the After School Mentoring Program, the Community Care Program, and the Assessment Center. While the majority of these services focus on improving accessibility of youth and family services in the community, a new priority is the addition of services that will ensure the comprehensive assessment of each youth entering the system. Proper assessment will enable the county to evaluate treatment needs and allocate resources to address unique issues whose resolution will promote healthy families and develop the youth of San Mateo County. Creating community-based alternatives to detention also supports the County's desire to support and promote the value of keeping youth in the community. Lastly, the school programs will continue to promote academic achievement and improved school attendance, as both are known to reduce the likelihood of delinquency.

These programs each require an integrated approach by multiple agencies all of that are committed to effecting change in the youth of San Mateo County. There is a clear understanding that in order to be successful all agencies must work closely and cohesively, sharing information and striving for common goals. An integrated approach will increase the effectiveness of the services and increase opportunities for communication between the participating agencies.

### **Continuum of Interventions**

San Mateo County recognizes the need for a continuum of services that begins with prevention programs and progresses through numerous interventions that involve corrective treatment and structured accountability. Prevention efforts consist of diversion programs, after school mentoring projects, community service, and community centers that offer youth and family services.

### **Objectives and Outcomes**

Measuring outcomes has become standard operating procedure in San Mateo County, as the Board of Supervisors recently initiated and implemented a program of Outcome Based Management in every department. There is unanimous support from all the county departments who want to ensure that funds are allocated for successful services and programs that prevent and reduce delinquency in adolescents.

## **Subsection 2. HISTORY AND BACKGROUND**

### **Summary**

San Mateo County has always had the interest of its youth at heart, be they head of their class or “at risk”. Besides human worth, the young people of this county represent community stability and the future of those communities. With that in mind, a concerted effort to provide the best services available for at-risk minors has been on going Creativity and collaboration have been the benchmarks.

Historically, San Mateo County has taken a two-pronged approach to serving at-risk youth. *Prevention and intervention programs* provided by community-based organizations work with local police agencies and the Probation Department to divert at-risk youth from the justice system. When more serious action is warranted, *formal probation services* are utilized.

The Youth Service Bureaus (YSB) and Your House (short-term, emergency residential) programs developed as a by-product of the recommendations of the Presidential Commission on Corrections which sought to create policy alternatives to the prosecution of 'at risk' juvenile offenders in the criminal justice system. The Pacifica Youth Service Bureau became a model whose system of referrals was eventually copied by other communities.

This system operated successfully until the mid-1980's, when programs declined due to shrinking Federal and local funding. Finally, in 1994, funding for the Youth Service Bureau's dropped to an all time low where it remains today As a result of the limited diversion services offered by the financially strapped youth service bureaus, even more young people were subsequently been forced into the probation system.

In 1989, as diversion services were disappearing, San Mateo County was selected as a pilot program to implement an inter-agency system of care, based on the Ventura model for children and youth with serious emotional disorders (AB 377) This opportunity allowed the San Mateo County Mental

Health, Child/Youth Services Division to develop collaborative services with the Probation Department, the Human Services Agency's Youth and Family Division, and the court schools

With the development of these interventions, San Mateo County experienced a significant expansion of forensic services available to the Juvenile Probation. These services were strategically developed along the Probation Department's continuum of care, serving those youth that were at greatest risk of out-of-home placement, whether it was group home 24-hour residential treatment, and/or institutional care.

In 1994, the Probation Department created a preventative probation program, based on collaboration between the Department, two school districts and six cities. The Community Outreach Program (COPS) intervenes with diversion eligible minors referred to the Probation Department by local police. Through COPS, probation officers are available on school campuses to work with at-risk youth on a number of issues, including violence, truancy, home/family problems, gang/peer pressures, and homework.

In the early 1990's, the lack of funding caused the closure of the Summit Program (intensive services for incarcerated youth), which was ultimately replaced by an intensive in-home program (Crossroads), based on the Family Preservation Model. In addition to intensive probation and mental health services, this program includes the court schools, as well as collaboration on a respite home with the Human Services Agency, Youth and Family Services Division.

In 1998, with the receipt of Temporary Assistance for Needy Families funding provided by the Comprehensive Youth Services Act, the COPS program was expanded to include all high schools in the County. Additionally, TANF funding was approved for contracting with the five YSBs to develop unique delinquency prevention programs to meet middle school student's issues.

In the last seven years, San Mateo County has focused its juvenile prevention, intervention and treatment efforts on interagency collaborative services that include probation, health and mental health, human services, schools and community-based agencies

Evaluation efforts have demonstrated that San Mateo County's collaborative programs have proven to be very effective. For example, the Community Outreach Program Services (COPS) has an 86% diversion rate of keeping youth out of the juvenile justice system. Crossroads is one of our most effective collaborative juvenile justice/mental health programs. In FY 99/2000, 78% of youth served remained in their home at six months, exceeding the 75% program objective. PROP statistics show that the treatment youth improved their grade point average by 125% vs. 51% for the comparison youth and, by 18 months, had earned 33% more credits and had 50% fewer suspensions than the comparison youth.

**Description of Existing Continuum of Responses to Juvenile Crime (Prevention, Intervention, Suppression and Incapacitation)**

On October 16, 1996, the County created a Juvenile Justice Coordinating Council (JJCC), which was charged with identifying all local resources and interventions targeting at-risk youth and identifying gaps between services

The evaluation of the County's juvenile probation and justice systems by JJCC found that more and more young people were being made wards of the Court and placed on probation supervision, creating an overwhelming burden on the County's juvenile probation system. In spite of probation efforts, there were gaps in the area of interventions for violent, truant, suspended/expelled minors; those with drug/alcohol problems; and those whose family, economic or geographic environment represented a disproportional high percentage of those youth in the juvenile probation system.

In an effort to address these gaps, the JJCC developed three-core interventions: Juvenile Drug Court, Community Outreach Program Services and the Parent Education and Support Program

In 1997, the San Mateo County Board of Supervisors authorized a study of the Hillcrest Juvenile Hall to include a Juvenile Justice Needs Assessment and Master Plan. That effort provided San Mateo

County with a comprehensive picture of the existing continuum of responses to juvenile crime and identified gaps in service. The Master Plan noted that San Mateo County, when compared with other counties in the state, had a good core of prevention, and early intervention programs as well as an unusually strong set of intermediate interventions, particularly in providing interagency services to youth and their families

Out of this developed a Youth Campus Plan that included a new juvenile hall and a range of services in a centralized location surrounding the juvenile hall facility that would enhance the continuum of care for juvenile services in a campus-like setting. It would provide treatment and services for underserved and/or unserved populations. It would build a treatment approach in which facilities recognize that girls and boys have problems rooted in their homes and communities.

In January of 2000, the Juvenile Justice Coordinating Council (JJCC) members of San Mateo County were reconvened to comprise the Crime Prevention Act 2000 board members whose mission was to propose programs that addressed specific service delivery gaps in the County's juvenile justice system. This body met from January through March 2001 and evaluated needs and service recommendations and their findings are detailed in the "Strategies " section of this plan.

San Mateo County has made great progress in the past five years to create a seamless continuum of responses to juvenile crime. The various program, interventions and resources for at-risk youth, juvenile offenders and their families, as well as the victims of these youth, are found throughout the juvenile justice continuum Please see figure 1 at end of this section.

### **Present Role of Collaborations**

The Children's Executive Council (CEC) and the Children's Executive Council Action Team (CECAT) were established by the Board of Supervisor to "provide leadership in developing policies that improve communication, planning and cooperation among public agencies serving children and their families ." The Chief Probation Officer and the Presiding Juvenile Court Judge are both members of



CEC. CECAT is a larger community group, comprised of management and other representatives from public agencies, private agencies, schools, community groups and family representatives. Its mission is to assure healthy, law-abiding youth and families by facilitating an accessible, well integrated, community-based, family centered system of services in San Mateo County.

San Mateo County has also had a long history of working collaboratively with such sources as the State and Federal System of Care Grants, OCJP grant funding, Mental Health Medi-Cal funds, Title IV-A, and Title IV-E funding. The Juvenile Justice Coordinating Council (JJCC) is also the Planning Council for Temporary Assistance for Needy Families (TANF) funds that became available in July of 1997. These funds have been used to expand and strengthen San Mateo County's continuum in the area of coordinated community support services.

### **Strengths of the Present System**

San Mateo County's juvenile justice system is part of a larger comprehensive interagency system of care for at-risk youth, and herein lies its greatest strength. Needs are identified and programs are planned and implemented in a collaborative arena, allowing maximum use of resources and funding in order to deliver quality and cost effective services.

The juvenile justice system, as part of this larger system, uses a strength-based, family centered approach, recognizing that in order to be successful with youth, it is necessary to engage and work with their families.

Another strength will be the County's current emphasis on Outcome Based Management (OBM). OBM will guide County government to be more accountable to the community, and that the budget for each County department will be linked directly to its programs performance.

### **Challenges to the Present System**

One of the challenges to the County's juvenile justice system has been a lack of comprehensive data collection or an evaluation system. A most urgent and pressing need for the County's system is the

construction of a new juvenile hall and the development of a youth campus. Also, we are seeing more dual diagnosis youth, youth that have addicted and/or incarcerated parents, and youth with post traumatic stress disorder. And as programming rises to meet this challenge, we will need to upgrade training for existing staff to work with this type youth and their families.

### **Subsection 3., Program 1. Juvenile Assessment and Referral Center**

This Program will serve 360 youth annually, who are 11 to 17 years of age. They will have been brought to the Juvenile Hall by local law enforcement for the first time because of the serious nature of the offense, due to failing diversion efforts, or as a result of family and home circumstances that prevent immediate release to a parent or guardian.

The need for comprehensive early intervention with at-risk, first-time offenders has been identified as the top program priority. A multi-disciplinary team consisting of a Deputy Probation Officer, Nurse Practitioner, Psychiatric Social Worker and/or Therapist will complete a thorough Intake Assessment to determine the youths' risk to the community and to assess whether there is a danger to the youth. The team will further evaluate the youth and his/her family's need for immediate crisis or ongoing intervention and/or services. A Community worker and/or Juvenile Group Supervisor assigned to the program will be available in the community to support the minor and his family.

This collaboration of the Probation Department, Health Services, including Mental Health Department and the Human Services Agency, is modeled after the successful Community Assessment and Referral Center (CARC) in San Francisco. The program objectives are to 1) utilize specialized assessment tools and work with family to identify treatment and service needs, 2) collect necessary information to properly assess youth and family needs, and 3) Assist families in making community connections

The County proposal has allocated \$440,551.00 in CPA 2000 funds to start and operate the program for one year. The long term goal is to develop and expand the program to serve all youth referred to the juvenile justice system in or out of custody, as well as to assess the needs of those at-risk youth referred by other agencies and schools.

## **2. Youth and Family Resource Center**

The program's target is at-risk youth and first-time youthful offenders under the age of fifteen and a half, in South County who meet the screening criteria designated in ROPP legislation; i.e., risk factors of family problems, academic and school behavior problems, substance abuse issues and predelinquency factors ( gang orientation, stealing and runaway patterns.) The Center will provide comprehensive, multi-disciplinary, wraparound services to youth and their families in an effort to prevent further escalation of delinquency and to promote self-sufficiency in the community

The identified need is the underserved population of younger adolescents who are displaying pre-delinquency factors or who enter the juvenile justice system for the first time and are in need of a multiplicity of services and/or intensive supervision. Youth and their families will be referred and connected to services through the collaboration of the Probation Department, Human Services Agency, Mental Health Department, County Office of Education, El Centro de Libertad, and the Sheriff's Diversion and Parent Project.

The Model program is the San Mateo County Preventing Repeat Offender Program (PROP ) It has demonstrated effectiveness in curbing repeat offenses, improving school performance and attendance and reducing substance abuse The current proposal would also serve to fill identified gaps in drug and alcohol treatment, and after-school academic, recreational and social activities The main tools will be family centered, strength-based service, during expanded hours.

The program is designed to serve 600 youth annually The funds allocated from CPA 2000 are \$830,329.00. Staffing will include, 1 supervising probation officer, 2 probation officer, 2 group supervisors, a full time social worker, a half time psychiatric social worker, an instructional aide and office support.

### **3. After School Homework Center**

The program target is 925 Elementary School students (K-8) located in 37 schools in School Districts serving Daly City, Redwood City, and East Palo Alto. These cities have been identified by State and Federal agencies as being in the highest crime areas of the County and needing to establish County-funded After-school Homework Centers. Data from State and Federal agencies indicates the areas with the highest crime rates in San Mateo County are Daly City, Redwood City and East Palo Alto.

These programs would offer students a proven and effective option to unstructured after-school time when juvenile crime and juvenile victimization is at its' peak and increase academic performance. While these newly funded Afterschool Homework Centers would be available to all students in the identified schools, the program will focus most efforts on at-risk and underperforming students. The centers will be modeled programs with demonstrated efficacy indicated in State and Federal information.

Under this proposal, allocations would be pre-determined and program descriptions would be developed by schools specifying how the funds available to their school would be used based on needs identified by the schools. An integral component of this program would be the inclusion of performance measures and contribution by the school, minimal student attendance requirements, tutor to student ratios, on-site staff and transportation needs of center participants.

The CPA Funds allocated to the program is \$399,873.00. The program goals are:

- (1) Reduce juvenile crime and victimization of Elementary School students in the identified areas during peak afterschool hours and
- (2) Improve the academic performance (including literacy) of students in the identified schools

#### **4. Accelerated Resource Center/PROP Expansion**

120 First-time juvenile offenders, under the age of fifteen and a half years old and their families residing in the North County cities of Daly City, South San Francisco, Pacifica, Brisbane, Colma and Broadmoor, who meet the screening criteria designated in ROPP legislation; i.e., risk factors of family problems, academic and school behavior problems, substance abuse issues and predelinquency factors (gang orientation, stealing and runaway patterns) are the targets of this program

The existing PROP program will develop a contract with Asian American Recovery Services to provide out-patient day treatment for adolescents with significant substance abuse problems. PROP statistics indicate a need for more community based program beyond drug and alcohol education. Further expansion of the program would include leasing a van to provide transportation for youth and families to YARP, court and other important appointments supporting the case service plan. Some additional funding is requested to support the development of the expanded hour programs and would be used for equipment, recreational activities and field trips. The Board of Corrections has already provided some expanded funding to support additional staff to do the transportation and to supervise the educational program.

The San Mateo County Probation Department's Preventing Repeat Offender Program (PROP) is dedicated to the objective of averting escalation of criminal and delinquent behavior and to promote positive social values and educational goals. The program provides intensive family-centered services and aims to empower the young person and his/her family to create strong healthy bonds with each other and their community. PROP has recently collaborated with the Daly City Youth Health Center and the Jefferson Union High School District to create an Accelerated Resource Center (ARC) which will include a transitional classroom and expanded after-school educational and recreational programs. The Requested CPA funds for the proposed expansion of service is \$132,025.00

## **5. In-Home Intensive Intervention Program**

The targets of this program are 90 Court wards under Sec. 602 WIC at significant risk of foster home placement. This is an expansion of the existing program by 2 probation officers, 2 psychiatric Social Workers, and a part time community worker for after care.

The Crossroads Program provides intensive probation and mental health intervention for a 6 month period in an attempt to bring the case to a point where the service needs can be met through less intensive and expensive probation and mental health services. There has been a continual waiting list for entry into this program. Both the increased demand for this service and the growing complexity of the cases has adversely impacted the current Crossroads Program. The inability to provide this service can result in out-of-home placement of the child at considerable cost to both the county and the family.

The purpose of the PIP/Crossroads hybrid officer is to be able to extend the period of Crossroads intervention for a limited number of cases where successful transition requires more than the normal 6 month program. This officer would also handle Placement Intervention Program cases which required very intensive supervision and family involvement.

Placement Aftercare is involved in facilitating the reunification of children placed in foster care with their families. Due to the extensive nature of the presenting problems reunification involves both intensive involvement and mental health intervention. In the past year there have been two tragic suicides in this unit. There is a definite need to be able to provide immediate mental health intervention, case management and treatment or referral to community based programs.

All three family preservation services help reduce out-of-home placement costs. In addition, this program will provide services that incorporate Youth Asset Development.

The requested CPA 2000 funds for this expansion of service is \$282,838.00.

## 6. COMMUNITY WEEKEND WORK PROGRAM

Presently, many minors in the early stages of criminal justice contact are committed to the juvenile hall for a specified term or a series of weekends. An alternative sanction is the Community Weekend Work Program, however this program has a limited capacity, resulting in extended delays in persons being able to start their service hours. In addition this limited capacity has restricted the graduated use of sanctions by the Juvenile Court.

By expanding the Community Weekend Work Program by 650 participants, the Juvenile Court Judge and probation officers will have access to a more effective, more immediate, sanction for many of those minors in juvenile hall. In addition to the value of the minor being involved in a productive activity, they are able, by their own hands, to restore the community that they have wronged.

The Community Weekend Work Program encompasses projects such as landscaping, graffiti abatement, and repair of public facilities, with a 90% program completion rate by participants. The projects teach the youth to work cooperatively, and in many cases, poor work and lack of enthusiasm give way to significant improvement.

The basic structure of the program is work crews of 10 to 15 youths that meet at various work sites throughout the county. A Juvenile Group Supervisor oversees the work activities, notes and grades general behavior by the participants, and maintains the safety of the work group and the public.

The ultimate program goal is that through productive participation, the youths will make significant life changes that lead to appropriate social behavior and restore the community.

The Community Weekend Work Program collaborates with many municipal and county agencies in the establishment of work sites. The cost of the program expansion is \$308,234.00. Program implementation should be able to commence upon approval and staff hiring.



## **7. Cleo Eulau Counseling at Court and Community Schools Expansion**

The targeted group is youth age 12-18 years. It is a county-wide program. The expansion will include 400 new eligible students in all Court and Community Schools. The goal is to increase non-crisis counseling services to Court and Community School students at Hillcrest Juvenile Hall School, Gateway Center and the three Regional Community School sites.

A collaborative program between SMCOE-Court and Community Schools, Cleo Eulau Center, Wright Graduate School of Psychology, San Mateo County Probation Department, and San Mateo County Mental Health was implemented in 1995. It has been expanding each year in order to serve the many mental health issues of our Probation students.

The thrust of counseling is to improve resilience among Court and Community School students by offering specialized counseling that focuses on increasing the students self-confidence, self-esteem and overall competence. The evaluation methodology has included year-end student and teacher surveys and ongoing consultation with the teachers in monthly program planning and evaluation meetings.

The long term goals are to prevent delinquency, improve school attendance, reduce recidivism and improve anger management skills. Pre-post assessment of Court/Community School students receiving counseling services over a period of six or more months will evidence increases in school attendance as measured by teacher records, reduced recidivism as measured by probation department records, improved anger management as assessed by the classroom teacher and reported by the student, overall competence as measured by teacher records of academic progress, and increased self-confidence and self-esteem as measured by an instrument generally recognized as valid and reliable by the counseling community.

The program cost from CPA 2000 funds is \$36,069.00. The planned expansion of the program is set for 7/1/01.

## **8. Literacy/Numeracy Instruction and Coaching**

The target of this program is Court and Community School Students (County-wide), between the ages of 12 and 18 years who are identified as being two or more years below their age group in reading and mathematics skills/concepts, and who remain in Court/Community School programs for at least 6 months

A disproportionate number of Court and Community School students are deficient in reading and mathematics concepts and skills. They have experienced high rates of academic failure and generally have not mastered basic phonemic and morphemic understanding, and basic mathematics concepts and basic skills. This condition promotes low self-concept of academic ability, placing the student in a downward spiral academically and contributing to truancy and "drop-out."

This program will be monitored by pre and post testing. A comprehensive literacy and numeracy skill and concept assessment will be administered to each student upon entrance to Court/Community School setting. Specialized materials to address deficiencies will be identified and regular, intensive instruction provided to identified students.

The primary objective is to raise students' self-concept of academic ability by increasing their proficiency level in reading and mathematics. Proficiency should increase at a rate of at least one grade level per 6 month period of instruction.

The Office of Juvenile Justice and Delinquency Prevention in a Fact Sheet indicates that a key element of prevention for at-risk youth is school attachment. Also noted is that educational success is a key element in the rehabilitative success of any graduated sanction system. They have incorporated these concepts in their SafeFutures demonstration project that has been in operation since 1998.

This project is designed to impact 650 youths per year and uses \$137,000.00 in CPA funds.

**SECTION 4 – TECHNICAL COMPLIANCE**

**Technical Compliance Response Matrix**

**COUNTY**

**SAN MATEO**

		PROGRAMS IN PRIORITIZED ORDER									
		CMJJP	1	2	3	4	5	6	7	8	
<b>SECTION 4 ITEM</b>	1a	SECTION	I								
		PAGE(S)	5-7								
	1b	SECTION	III								
		PAGE(S)	17-18								
	1c	SECTION	IV								
		PAGE(S)	21-24								
	1d	SECTION	APN 1								
		PAGE(S)	56								
	2	SECTION		V	V	V	V	V	V	V	V
		PAGE(S)		27	31	35	38	42	47	50	53
	2a	SECTION		V	V	V	V	V	V	V	V
		PAGE(S)		29	32	36	39	44	48	51	54
	2b	SECTION		V	V	V	V	V	V	V	V
		PAGE(S)		28	32	35	39	44	48	51	54
	2c	SECTION		IV	IV	IV	IV	IV	IV	IV	IV
		PAGE(S)		24	24	24	24	24	24	24	24
2d	SECTION		V	V	V	V	V	V	V	V	
	PAGE(S)		27	31	35	38	43	47	50	53	
3	SECTION		V	V	V	V	V	V	V	V	
	PAGE(S)		29	33	36	40	45	49	51	54	

# COUNTY OF SAN MATEO

## Probation Department

**Loren Buddress**  
Chief Probation Officer  
21 Tower Road  
San Mateo, CA 94402

650-312-8816  
650-312-5597 Fax



EXCELLENCE IN PROBATION SERVICES

State of California  
Board of Corrections  
600 Bercut Drive  
Sacramento California  
95814-0185

5/4/01

Re: CPA 2000 Resolution

Dear Sir

Attached is a copy of the resolution that is set on the San Mateo County Board of Supervisor s agenda for 5/22/01 The .solution contains the assurances indicated in the sample provided by your organization. If adoption of the resolution is continued beyond that date, you will be immediately notified

Thank you for your assistance and cooperation during to planning and approval process

Sincerely

A handwritten signature in black ink, appearing to read "Loren Buddress", is written over a circular stamp area.

Loren Buddress  
Chief Probation Officer

ajo

RESOLUTION NO.

BOARD OF SUPERVISORS, COUNTY OF SAN MATEO, STATE OF CALIFORNIA

.....

**RESOLUTION BY THE SAN MATEO COUNTY BOARD OF SUPERVISORS  
AUTHORIZING THE PROBATION DEPARTMENT TO SUBMIT AN APPLICATION  
FOR SCHIFF-CARDENAS CRIME PREVENTION ACT OF 2000 FUNDING**

**WHEREAS**, the County of San Mateo desires to undertake a certain project designated the Crime Prevention Act 2000 Plan (CPA 2000) to be funded by the Schiff-Cardenas Crime Prevention Act of 2000 administered by the California State Board of Corrections (BOC)

**WHEREAS**, this Board has been presented with a form of such plan, approves such plan and wishes to take the actions necessary to ensure application for funding of such plan;

**NOW, THEREFORE, BE IT RESOLVED** that this Board makes the following assurances: That the County of San Mateo Comprehensive Multiagency Juvenile Justice Plan has been/or will be developed and provided to the Board of Corrections in a format determined by the Board of Corrections,

That the County of San Mateo has adhered to the requirements of the Schiff-Cardenas Crime Prevention Act of 2000 and of the Board of Corrections regarding submission of the Comprehensive Multiagency Juvenile Justice Plan.

That the San Mateo County Board of Supervisors has reviewed and approves the County's Comprehensive Multiagency Juvenile Justice Plan,

That the County of San Mateo, upon approval of the County's Comprehensive Multiagency Juvenile Justice Plan and receipt of Schiff-Cardenas Crime Prevention Act 2000 funds, will adhere to the requirements of the Schiff-Cardenas Crime Prevention Act of 2000 regarding the expenditure of said funds and the submission of required reports to the Board of Corrections

**BE IT FURTHER RESOLVED** that the Chief Probation Officer of San Mateo County, Chair of the Juvenile Justice Coordinating Council, is authorized to execute on behalf of the Board of Supervisors any application, assurances, related contracts, amendments or extensions with the State of California, provided any documents requiring the expenditure of additional funds by the County will be approved by this Board,

**BE IT FURTHER RESOLVED** that funds received hereunder shall not be used to supplant expenditures controlled by this body.

**SAN MATEO COUNTY JUVENILE JUSTICE COORDINATING COUNCIL**

<b>NAME</b>	<b>TITLE</b>	<b>ORGANIZATION</b>
Loren Buddress, Chair	Chief Probation Officer	Probation Department
Beverly Abbot	Director	Mental Health Services
John Belforte	Commissioner	Juvenile justice Commission
George Borg	Executive Director	El Centro de Libertad
Maureen Borland	Director	Human Services Agency
Marta Diaz	Judge of the Superior Court	Juvenile Court
James Fox	District Attorney	District Attorney s Office
Rich Gordon	Supervisor 3rd District	Board of Supervisors
Gerry Hilliard	Managing Attorney	Private Defender s Office
Don Horsley	Sheriff	Sheriff's Office
Darlene Jackson	Community Member	
John Maltbie	County Manager	County Manager s Office
Susan Manheimer	Chief of Police	San Mateo Police Department
David Mineta	Program Coordinator	Asian American Recovery Service
Margaret Taylor	Director	Health Services

.....

**CRIME PREVENTION ACT OF 2000**

**COMPREHENSIVE  
MULTIAGENCY  
JUVENILE JUSTICE  
PLAN  
(CMJJP)**

**SAN MATEO COUNTY**

**APRIL, 2001**

Version 1.1

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## SECTION I. BACKGROUND/SUMMARY OF JUVENILE JUSTICE SYSTEM

### Introduction

San Mateo County has always had the interest of its youth at heart, be they head of their class or “at risk”. Besides human worth, the young people of this county represent community stability and the future of those communities. With that in mind, a concerted effort to provide the best services available for at-risk minors has been on going. Creativity and collaboration have been the benchmarks. When time and resources have been limited, efforts have been redoubled to stay abreast of the tide in correctional practice. The opportunities presented by CPA 2000 are a welcome addition to efforts by this county, and seen as an opportunity to meet evolving needs, to strengthen inter-agency working relationships, and to provide best practice programming along the full continuum of services in this County.

### Background

Historically, San Mateo County has taken a two-pronged approach to serving at-risk youth. *Prevention and intervention programs* provided by community-based organizations work with local police agencies and the Probation Department to divert at-risk youth from the justice system. When more serious action is warranted, *formal probation services* are utilized.

The Youth Service Bureaus (YSB) and Your House (short-term, emergency residential) programs developed as a by-product of the recommendations of the Presidential Commission on Corrections which sought to create policy alternatives to the prosecution of at risk juvenile offenders in the criminal justice system. The Pacifica Youth Service Bureau became a model whose system of referrals was eventually copied by other communities.

This system operated successfully until 1980, when programs declined due to shrinking Federal and local funding. Finally, in 1994, funding for the Youth Service Bureau’s dropped to an all time low where it remains today. As a result of the limited diversion services offered by the financially strapped youth service bureaus, even more young people were subsequently been forced into the probation system.

In 1989, as diversion services were disappearing, San Mateo County was selected as a pilot program to implement an inter-agency system of care, based on the Ventura model for children and youth with serious emotional disorders (AB 377). This opportunity allowed the San Mateo County Mental Health, Child/Youth Services Division to develop collaborative services with the Probation Department, the Human Services Agency’s Youth and Family Division, and the court schools.

With the development of these interventions, San Mateo County experienced a significant expansion of forensic services available to the Juvenile Probation. These services were strategically developed along the Probation Department’s continuum of care, serving those youth that were at greatest risk of out-of-home placement, whether it was group home 24-hour residential treatment, and/or institutional care.

In 1994, the Probation Department created a preventative probation program, based on collaboration between the Department, two school districts and six cities. The Community Outreach Program (COPS) intervenes with diversion eligible minors referred to the Probation Department by local police. Through COPS, probation officers are available on school campuses to work with at-risk youth on a number of issues, including: violence, truancy, home/family problems, gang/peer pressures, and homework.

In the early 1990's, the lack of funding caused the closure of the Summit Program (intensive services for incarcerated youth), which was ultimately replaced by an intensive in-home program (Crossroads), based on the Family Preservation Model. In addition to intensive probation and mental health services, this program includes the court schools, as well as collaboration on a respite home with the Human Services Agency, Youth and Family Services Division.

In 1998, with the receipt of Temporary Assistance for Needy Families funding provided by the Comprehensive Youth Services Act, the COPS program was expanded to include all high schools in the County. Additionally, TANF funding was approved for contracting with the five YSBs to develop unique delinquency prevention programs to meet middle school student's issues

In the last seven years, San Mateo County has focused its juvenile prevention, intervention and treatment efforts on interagency collaborative services that include probation, health and mental health, human services, schools and community-based agencies. In addition to ongoing core activities, below are some of the collaborative responses San Mateo County has developed and implemented within its continuum of care:

- Community Outreach Program Services (COPS) – Started in 1994 and expanded in 1998, this program assigns probation officers to work with the schools, local police departments, parents and community providers to provide diversion, prevention and intervention services
- Project Urban Literacy and Survival Education (PULSE) – Funded by an OCJP grant in 1994, PULSE created a computer teaching center in East Palo Alto.
- Case Assistance Committee – In 1995, San Mateo County established a multi-agency resource committee where parent and agency representatives facilitate solutions to casework problems.
- Gateway School Program – A collaborative community school program established in 1996, with the County Office of Education and Probation. The program provides schooling for court wards with school attendance and behavioral problems.
- Parent Education/Support Program – Started in 1997 as part of an Office of Criminal Justice program grant. The program seeks to educate and support parents/guardians, of wards or those on Probation Diversion, who are having difficulty in controlling their children

- Juvenile Drug Court – Also started in 1997, this program provides a multi-disciplinary team approach for the processing and treatment of juvenile drug offenders.
- Preventing Repeat Offenders Program (PROP) – This is a state-funded collaboration with Mental Health and Social Services started in 1997, serving first-time juvenile offenders on small caseloads. PROP involves individualized wraparound plans.
- Placement Aftercare – Begun in 1997, this collaboration with Mental Health was in response to large caseloads in the out-of-home placement unit, escalating placement costs, wards remaining in placements longer than thought necessary and the emergence of the “Continuing System of Care” approach.
- Wraparound Pilot Project (SB163), a collaboration with Mental Health and Human Services – This is a family-centered, strengths based, needs-driven planning process for creating individualized services and support for youth and their families.
- Youth and Family Accelerated Resource Center (ARC) – Began operating in 2001, it is a multi-service project consisting of a community day school, case management, social services, and probation services for at-risk teens and their families in northern San Mateo County

Evaluation efforts have demonstrated that San Mateo County’s collaborative programs have proven to be very effective. For example, the Community Outreach Program Services (COPS) has an 86% diversion rate of keeping youth out of the juvenile justice system. Crossroads is one of our most effective collaborative juvenile justice/mental health programs. In FY 99/2000, 78% of youth served remained in their home at six months, exceeding the 75% program objective. PROP statistics show that the treatment youth improved their grade point average by 125% vs. 51% for the comparison youth and, by 18 months, had earned 33% more credits and had 50% fewer suspensions than the comparison youth.

**Description of Existing Continuum of Responses to Juvenile Crime (Prevention, Intervention, Suppression and Incapacitation)**

On October 16, 1996, the County created a Juvenile Justice Coordinating Council (JJCC), which was charged with identifying all local resources and interventions targeting at-risk youth and identifying gaps between services.

The evaluation of the County’s juvenile probation and justice systems by JJCC found that more and more young people were being made wards of the Court and placed on probation supervision, creating an overwhelming burden on the County’s juvenile probation system. In spite of probation efforts, there were gaps in the area of interventions for violent, truant, suspended/expelled minors, those with drug/alcohol problems, and those whose family, economic or geographic environment represented a disproportional high percentage of those youth in the juvenile probation system.

In an effort to address these gaps, the JJCC developed three-core interventions. Juvenile Drug Court, Community Outreach Program Services and the Parent Education and Support Program.

In 1997, the San Mateo County Board of Supervisors authorized a study of the Hillcrest Juvenile Hall to include a Juvenile Justice Needs Assessment and Master Plan. That effort provided San Mateo County with a comprehensive picture of the existing continuum of responses to juvenile crime and identified gaps in service. The Master Plan noted that San Mateo County, when compared with other counties in the state, had a good core of prevention, and early intervention programs as well as an unusually strong set of intermediate interventions, particularly in providing interagency services to youth and their families. The report detailed the following recommendations to fill gaps in the system and/or link existing elements:

- Comprehensive Inter-agency Assessment Center
- Mentoring and other volunteer-based programs for chronic status offender who are out of parental control
- Day Reporting Program
- Electronic Monitoring
- Services for Girls
- Local Residential programs
- Transitional programs

Out of this developed a Youth Campus Plan that included a new juvenile hall and a range of services in a centralized location surrounding the juvenile hall facility that would enhance the continuum of care for juvenile services in a campus-like setting. It would provide treatment and services for under-served and/or unserved populations. It would build a treatment approach in which facilities recognize that girls and boys have problems rooted in their homes and communities.

In January of 2000, the Juvenile Justice Coordinating Council (JJCC) members of San Mateo County were reconvened to comprise the Crime Prevention Act 2000 board members whose mission was to propose programs that addressed specific service delivery gaps in the County's juvenile justice system. This body met from January through March 2001 and evaluated needs and service recommendations and their findings are detailed in the "Strategies" section of this plan.

San Mateo County has made great progress in the past five years to create a seamless continuum of responses to juvenile crime. The various program, interventions and resources for at-risk youth, juvenile offenders and their families, as well as the victims of these youth, are found throughout the juvenile justice continuum. Please see figure 1 at end of this section.

### **Present Role of Collaborations**

The Children's Executive Council (CEC) and the Children's Executive Council Action Team (CECAT) were established by the Board of Supervisor to "provide leadership in developing policies that improve communication, planning and cooperation among public

agencies serving children and their families.. ” The Chief Probation Officer and the Presiding Juvenile Court Judge are both members of CEC. CECAT is a larger community group, comprised of management and other representatives from public agencies, private agencies, schools, community groups and family representatives. Its mission is to assure healthy, law-abiding youth and families by facilitating an accessible, well integrated, community-based, family centered system of services in San Mateo County

San Mateo County has also had a long history of working collaboratively with such sources as the State and Federal System of Care Grants, OCJP grant funding, Mental Health Medi-Cal funds, Title IV-A, and Title IV-E funding. The Juvenile Justice Coordinating Council (JJCC) is also the Planning Council for Temporary Assistance for Needy Families (TANF) funds that became available in July of 1997. These funds have been used to expand and strengthen San Mateo County’s continuum in the area of coordinated community support services. Currently, the Probation Department, the Human Services Agency and the Health Services Agency have an agreement about the joint management and use of out-of-home placement funds. All three agencies have assumed a collaborative responsibility for managing these funds, and the County has agreed that a portion of any savings in this budget item can be 'reinvested' in services developed collaboratively by the three agencies.

### **Strengths of the Present System**

San Mateo County’s juvenile justice system is part of a larger comprehensive interagency system of care for at-risk youth, and herein lies its greatest strength. Needs are identified and programs are planned and implemented in a collaborative arena, allowing maximum use of resources and funding in order to deliver quality and cost effective services. The County has worked very hard to eliminate duplication of efforts and to create partnerships, among county agencies and between the county and the private non-profit agencies that will benefit vulnerable youth and their families

The juvenile justice system, as part of this larger system, uses a strength-based, family centered approach, recognizing that in order to be successful with youth, it is necessary to engage and work with their families. The County is fortunate in having a strong continuum of services, with an emphasis on prevention and early intervention. The service approach to individual youth is prescriptive. The concept is to create an individualized plan that is appropriate for each particular family, rather than making the youth and family “fit the system.”

Another strength will be the County’s current emphasis on Outcome Based Management (OBM) OMB will guide County government to be more accountable to the community, and that the budget for each County department will be linked directly to its program performance. This will demonstrate the cost-effectiveness of every aspect of the County’s work, including the juvenile justice system

### **Challenges to the Present System**

One of the challenges to the County’s juvenile justice system has been a lack of comprehensive data collection or an evaluation system. It has been difficult to determine

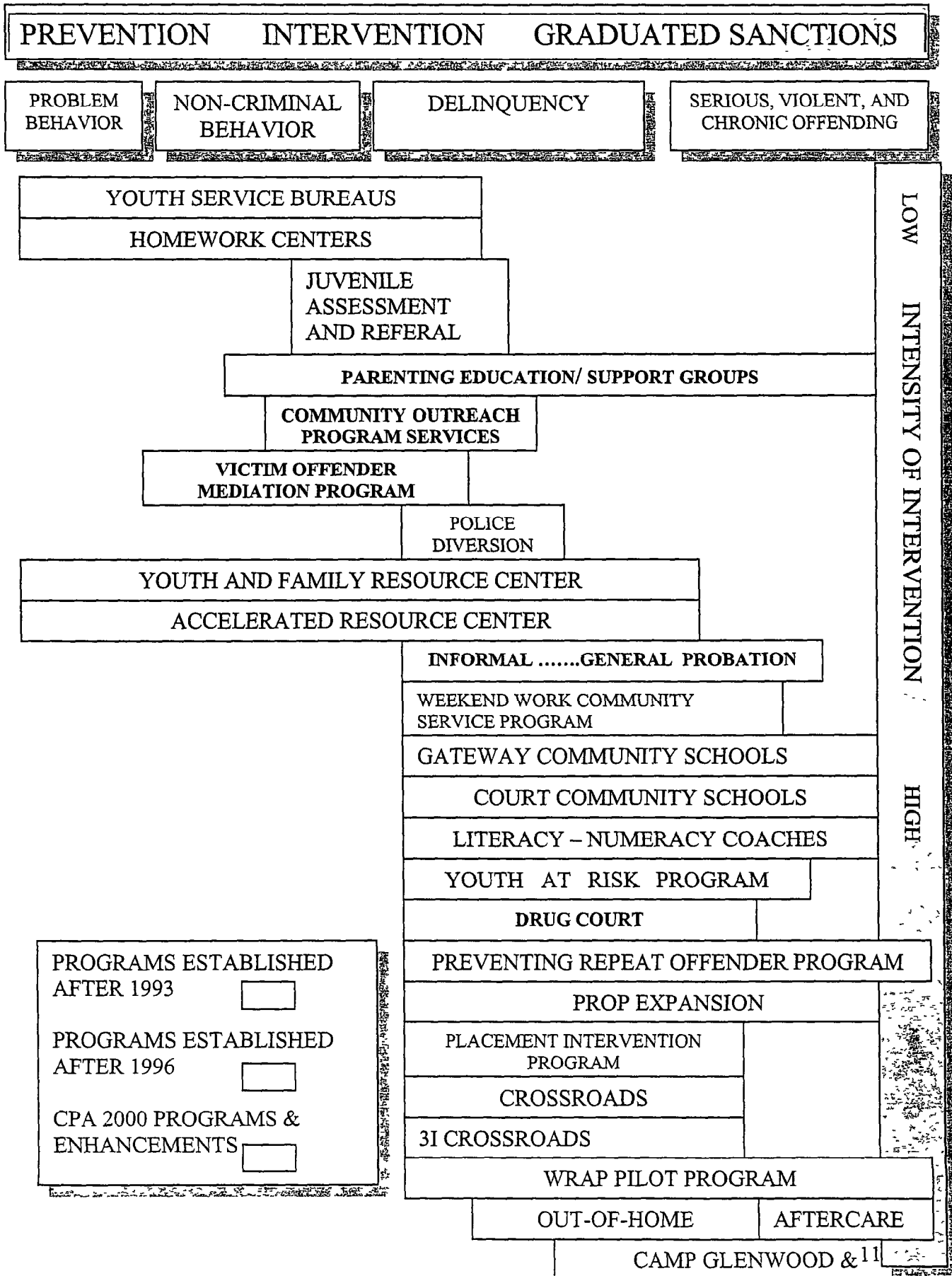
whether our interventions and treatments have been effective on a broad scale. The JJCC identified as a gap in our juvenile justice system the lack of a management information system to facilitate communication and data sharing by all criminal justice agencies and other collaborative partners (public and private) while maintaining confidentiality and privacy rights.

A most urgent and pressing need for the County's system is the construction of a new juvenile hall and the development of a youth campus. Folded into this campus would be comprehensive, holistic, gender specific programs designed for the female offender and their family, a need identified by JJCC.

Core Alcohol and Drug outpatient, residential and day treatment capacity needs for youth and adolescents remain a concern for the County. We are seeing more dual diagnosis youth, youth who have addicted and/or incarcerated parents, and youth with post traumatic stress disorder. And as programming rises to meet this challenge, we will need to upgrade training for existing staff to work with this type youth and their families.



**Figure 1. SAN MATEO COUNTY JUVENILE JUSTICE CONTINUUM OF CARE**



## SECTION II. PROFILES OF YOUTH IN THE JUSTICE SYSTEM

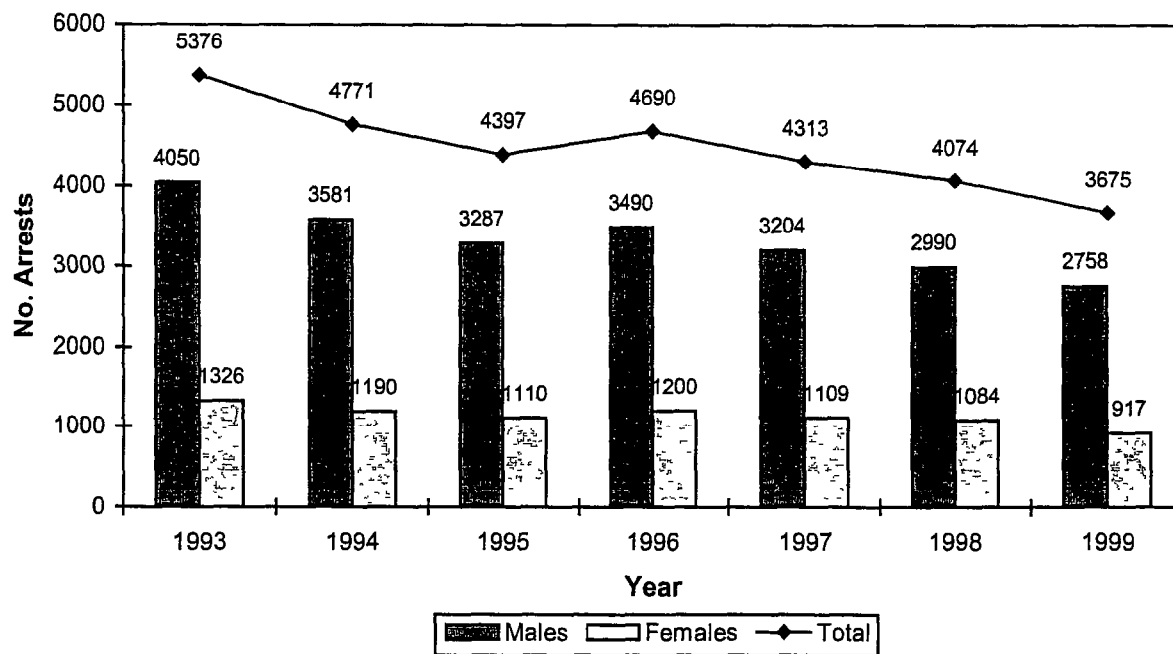
### Juvenile Crime in San Mateo County

Since 1993, the population of youth, ages 10-17, in San Mateo County has grown from 61,500 to 73,300 in 1999, an increase of 19.2%. Although the youth population is increasing, the number of arrests is decreasing. Simultaneously, the felony arrest rate per 10,000 youth is also decreasing. Juvenile felony arrests show a sharp increase in 1997, but then exhibit a constant decline. As shown in the Figure 1 below, the total number of juvenile crimes has decreased from 1993 to 1995, and after a brief rise in 1996, again decreased from 1997 to 1999. Also, the number of arrests for males and females replicate the decline. Status offenses reached a high of 532 incidents in 1997, then continued to go down for the next two years. Misdemeanors peaked in their numbers in 1996, but like the status offenses, showed a constant decrease each year after that. While the three crime categories, felonies, misdemeanors, and status offenses, have all displayed a decline, specific crimes within those categories may have increased, and will be noted accordingly.

The total number of local police contacts with juvenile offenders decreased by 31.6% from 1993 (5,376 arrests) to 1999 (3,675 arrests). Misdemeanors decreased by 33.7%, felonies decreased by 15.9%, and violent felonies decreased by 12.1%. Although the number of violent felonies is lower in 1999 than what it was in 1993, these crimes currently represent a larger percentage of all felonies. In 1993, violent felonies comprised 19.3% of all felonies, while in 1999 they represented 27.1%. Another crime category that has shown a dramatic percentage increase is drug and alcohol offenses. Over the same time period, all drug and alcohol offenses constituted 8.5% of all arrests in 1993, compared with 15.4% in 1999. The percentage rate for this category increase almost doubled. Status offenses were dramatically on the increase. They went from 328 in 1993 to 532 in 1997, an increase of 62.2%, but then displayed another downward trend, dropping 26.9% from the 1997 total to 389 arrests in 1999. These statistics indicate that the county is making some progress in its responses to juvenile crime, although clearly, more is needed in specific areas.

### Gender Profile

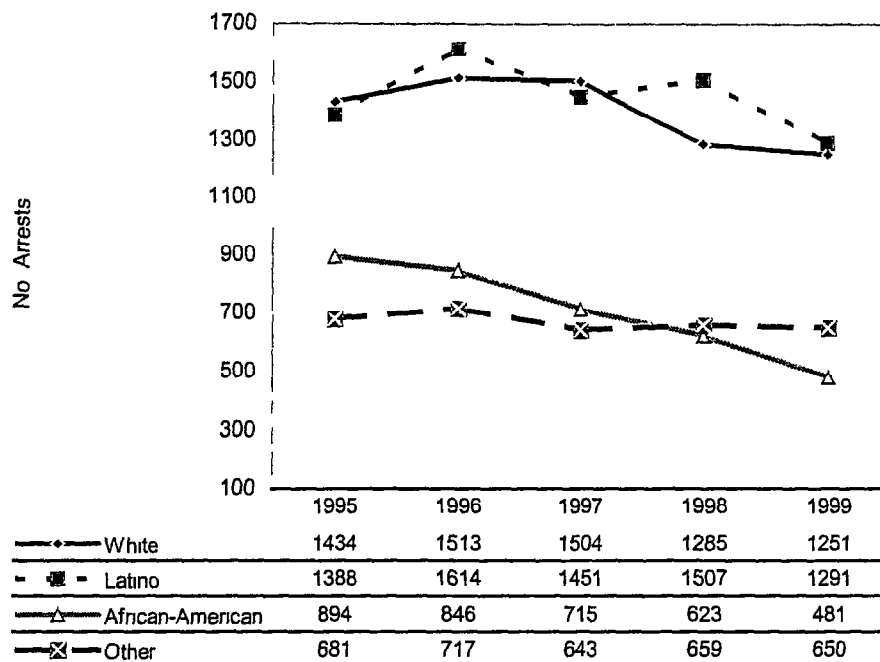
Since 1993, juvenile females have comprised around one-fourth of the total number of juvenile offenses. Even though this percentage has remained fairly constant, the rate of boys arrested over the past seven years is decreasing much faster than the rate of girls. When this data is broken down by gender, the need for enhanced local responses for female juvenile offenders is evident. For example, although the arrests for all juveniles decreased by 31.6% from 1993 to 1999, arrests for young women decreased by 30%, compared to 32% for their male counterparts. The decrease in arrests for felonies during that same period was 36% for females, compared to 47% for male offenders. Although the actual numbers of arrests are going down, we can see that the rate of decline is moving faster for the boys than for the girls. San Mateo County is slightly higher than the state and national statistics relating to the percentage of female arrests compared to total juvenile arrests. In California, females represented 24.3% of all juvenile arrests in 1999, while in San Mateo County females represented a slightly higher percentage of 25%.



**Figure 1: Total Juvenile Arrests by Gender**  
 Source: San Mateo County 1999 Criminal Justice Profile

### Ethnic Demographics

African-American juveniles were the only ethnic group of juveniles to show a constant decrease in the number and percentage of offenses, with 20.3% of the total juvenile offenses in 1995, down to 13.1% in 1999. According to the County's "Children in Our Community: A Report on Their Health and Well-Being" (January 2000), this group also showed the highest school dropout rate in 1998, at 3%. The other groups varied in their percentages of total crimes from 1995 to 1999, and did not show a pattern. As shown in Figure 2 below, White and Latino juveniles committed more crimes than the African-American juveniles and the "Other" group, and each represented around one-third of the total crimes. As more of the County's juveniles claim more than one race, the "Other" group should be looked at more closely, and perhaps broken down into more ethnic categories in order to obtain an accurate look at the ethnic crime trends. The graph below demonstrates that the "Other" category may ultimately reveal an increase in arrests in the coming years.



**Figure 2: Juvenile Arrests by Ethnicity**  
 Source: San Mateo County 1999 Criminal Justice Profile

**Profile of Youth in Custody**

In 1997/98, San Mateo undertook a major assessment and strategic planning effort that resulted in the completion of the Juvenile Justice Needs Assessment and Master Plan in March of 1998. It provided the County with an assessment and profile of the youth in custody at Juvenile Hall, Camp Glenwood, and those involved in the Home Supervision/House Arrest (HSHA). These major planning and assessment efforts provided San Mateo County with a comprehensive picture of the existing continuum of responses to juvenile crime as evidenced by existing services and programs.

The population within the three programs consisted of 114 youth overall, of which 38% were girls. Forty-one percent of the profile was Hispanic, 24% were Caucasian, and 18% were African-American. Other ethnic representation included Asian, Oceanic, Tongan, Samoan, Filipino, and biracial youth, although none of these categories made up more than four percent of the total. The largest group in the sample lived in the City of San Mateo (18%), closely followed by Redwood City (16%), East Palo Alto (13%), and Daly City (10%). (Juvenile Justice Needs Assessment and Master Plan, 1998).

Girls in the programs were, on average, one full year younger than the boys, and over half of the girls had probation violations, compared to almost one-third of the boys. The girls in custody also tended to be younger at the time of their first law enforcement contact (12.4 years compared to the boys' 13.7 years). The average girl had been booked into Juvenile Hall 4.3 times, compared to 3.9 prior bookings for the average boy. The females also had a higher percentage of being high-risk, with 60% at the highest risk level, compared to 39% of the males.

About one-third came from family situations where drugs and/or alcohol were an issue, and three-fourths of youth in the sample had tried drugs and/or alcohol at least once, with many reporting regular use or even addiction. The average boy in custody was enrolled in the 10<sup>th</sup> grade, whereas the average girl was in the 9<sup>th</sup> grade. However, 37% of each gender was reported to be performing below their expected grade levels. Thirteen percent were not attending school at the time of their most recent arrest.

Thirty percent of the youth in the three programs were arrested for violent felonies or misdemeanors. Property offenses accounted for 21% of the youth, with 16% at the felony level. Of youth whose most recent offense was (or included) a violation of probation, the underlying offense for 34% was violent offenses (27% felony level); 46% had a property crime (12% felony level). Fourteen percent had other misdemeanors, and underlying drug/alcohol offenses made up 7% of this group (Juvenile Justice Needs Assessment and Master Plan, 1998).

Probation violators were up to three times more likely to suffer mental health problems than their non-violator counterparts. As for gender differences within the probation violators group, one-third of the girls had or may have experienced or witnessed some sort of household violence or abuse, while none of the boys sampled had. Girls were more likely to have tried drugs and/or alcohol (35% of girls, 25% of boys), and were more likely to come from family situations where such substances were abused (21% of girls, 8% of boys). One-fourth of the girls, but only 3% of the boys, had runaway histories (Juvenile Justice Needs Assessment and Master Plan, 1998).

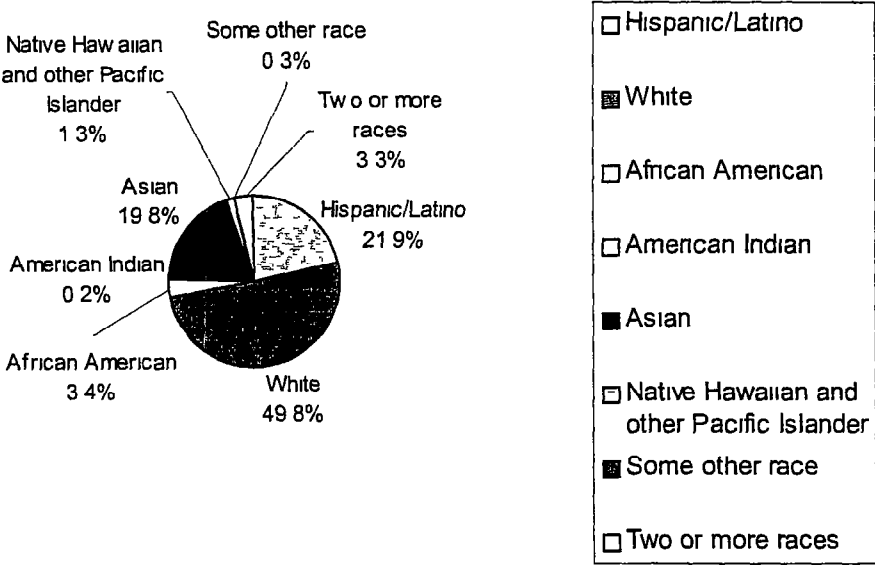
For both boys and girls, the non-violators were more likely to be involved in gangs, to have criminal and/or drug/alcohol influences within their families, and to have used drugs/alcohol themselves. The male non-violators were more likely to have medical and/or mental health issues than violators. The female non-violators were more likely to have experienced or witnessed family violence or abuse, and to have run away at least once.

## Overview

Overall, juvenile crime in San Mateo County continues to go down. Crimes seemed to reach a high point in the mid-1990's, but then started to carry through with the downward trend. Girls in the justice system have steadily consisted of one-fourth of the total number of crimes, but their numbers are not decreasing as rapidly as the numbers of crimes committed by the boys. Young female offenders also tend to begin their delinquency at an earlier age, and seem to experience more personal and family problems. The average age of the girls in the County's in-custody programs is surprising low, and they tend to be booked into to Juvenile Hall more frequently than the boys.

As discussed, substance abuse is an issue that seems to warrant constant concern, and therefore, action. The percentage of all drug and alcohol offenses has almost doubled since 1993. Part of the County's LAP includes programs that address substance abuse, including a Sub-Acute Secure Residential Facility, a Comprehensive Assessment Center for Wards and Dependents addressing the juvenile's health, mental health and substance abuse issues, and an expanded mental health and addiction services unit in juvenile hall.

San Mateo County has a diverse population, and an increasing number of people in the County leads to changes in the ethnic makeup of its residents, and perhaps a need to apply delinquency prevention and intervention services to the youth. While the main ethnic groups, Caucasians, Hispanics and Latinos, are represented in the crime statistics, more people are claiming to be more than one ethnicity. Within the statistics, the only ethnic group of juveniles showing a decrease in arrests is African-American. Those who did not claim one of the main ethnic groups were place in “other.” This group is in need of attention.



**Figure 3: San Mateo County Ethnicity at 2000 Census for Total Population**

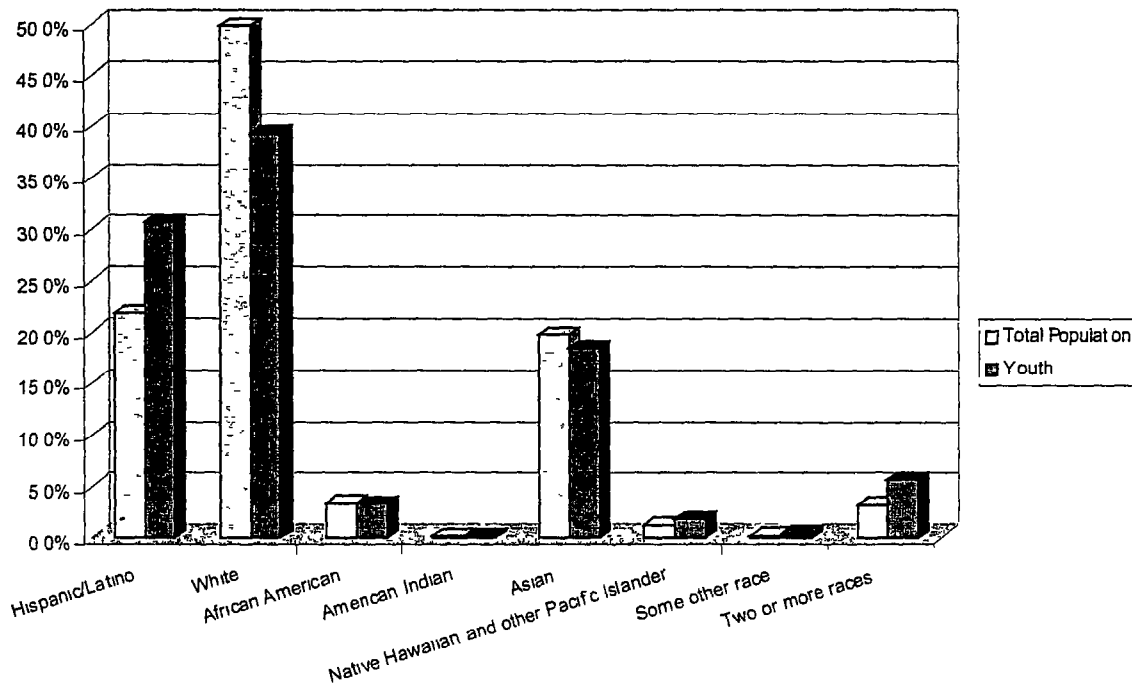
Misdemeanor arrests continue to make up the majority of arrests of the youth in San Mateo County. Felony charges have remained under one-third of all arrests, and status offenses comprise about 10% of the total. What is important, however, is recognizing the types of crimes that are currently being committed by the youth, and whether these crime rates are increasing or decreasing. Issues identified for further consideration include increased services for at-risk girls, and girls already in the justice system, alcohol and drug abuse prevention, mental health services, and treatment. As research indicates, the youth are experiencing personal and family conflicts at a young age. Additional efforts to provide positive role models and effective intervention services should continue to be developed.

**SECTION III. PRIORITIZATION OF CITIES, NEIGHBORHOODS, SCHOOLS AND OTHER AREAS FACING A SIGNIFICANT RISK FROM JUVENILE CRIME.**

**Geography and Demographics**

San Mateo County is a suburban county located on the Peninsula between San Francisco and San Jose. It covers 552 square miles and is comprised of twenty cities reaching from San Francisco to Santa Clara counties and from the Coast to the Bay. Rural communities have a large number of low-income working families that support the agriculture and fishing industries. East of the mountains are the wealthy suburbs of Silicon Valley, as well as urban centers with densely populated low-income communities. Our largest cities are Daly City, San Mateo, Redwood City, and South San Francisco, which together make up approximately 46% of the population. Approximately 9% of the population lives in the unincorporated areas of the County. While San Mateo County is known as one of the most affluent counties in the state, it is also one of the most diverse and includes East Palo Alto, a city that historically has had one of the highest crime rates in the county.

Our county population is 707,161. The recently released 2000 Census indicates a racial makeup that is dramatically evolving, with an increase of Hispanics and Asians and a sharp decline in the overall percentage of Whites and Blacks in the population. The ethnic makeup of the County is 49.8% White, 21.9% Hispanic/Latino, 19.8% Asian, 3.4% Black, 3.3% Two or more races, 1.3% Native Hawaiian and other Pacific Islander, 0.3% some other race and 0.2% American Indian and Alaska Native. The youth population is different in four groups: 39.3% White, 30.7% Hispanic/Latino and 18.4% Asian and 5.7% Two or more races (Figure 1).



**Figure 1: Total population compared to Youth Population**  
 Source: San Mateo County Ethnicity at 2000 Census

Our median income is one of the highest in the nation, and unemployment rates are some of the lowest. However, increasing economic disparity exists between the well-to-do and those with lower incomes. There is a greater than three-fold difference between the wealthiest cities and the poorest. The median family income is \$72,400, but more than a quarter of children live in households with less than 75% of the state median income (\$37,000 for a family of four), and are thus eligible for government-subsidized child care and other services. One in four of our county's children lives in relative poverty, and in 1996, more than 1,000 children were homeless. Compared to the rest of the state, San Mateo County has the highest percentage of children who live in families with working parents, which is necessitated due to the very high cost of living in this county. The number of poor children, together with the dramatic inequality of income between different areas of the county, poses a risk to the social covenant that binds our community together. However, the rich diversity is a source of our County's much strength and can aid us in addressing the very serious problem of juvenile crime in our county

### **Identification of Cities Most at Risk**

Data from the Department of Finance (DOF) in 1996 estimated the at-risk juvenile population of San Mateo (ages 10-17) at a little over 9% of the population, or 65,500 youth. Projections indicate that this at-risk population will peak in 2009, at approximately 11% of the population, or 84,273 youth. Juvenile arrest rates grew in San Mateo County between 1985 and 1995, and have dropped since that time in some cities. The status offense rate stayed fairly stable over the 1985-1995 period, while the felony arrest rate peaked in 1989 and again in 1993, and the misdemeanor arrest rate peaked in 1993. The overall rate of juvenile arrest is projected to increase slowly to 80.1 arrests per 1,000 at-risk youth in 2020.

Based on both the 1997 and 1999 Local Action Plans for San Mateo County, seven cities are identified as having extremely high needs and a disproportionately high impact on county services. These seven cities- (North County) Daly City, South San Francisco, Pacifica, (Central County) San Mateo, (South County) Redwood City, Menlo Park, and East Palo Alto represent 56% of the total county population (60% in 2000 County Census). Over 56% of the residents of these cities are ethnic minorities. These cities account for 89% of total county referrals for child abuse and neglect, 79% of low birth weight babies, 92% of teen births, 80% of women receiving late or no prenatal care, 78% of domestic violence reports, 77% of homicides and 78% of the juvenile probation referrals (See figure 2.)

The total number of local police contacts with juvenile offenders decreased by 19.8% from 1993 to 1997, from 5,376 to 4,313. Misdemeanors decreased by 26.5% and felonies decreased by 22.3%, although violent felonies only decreased by 2.8%. This means that violent felonies represent a larger percentage of all arrests, increasing from 6.0% in 1993 to 7.3% in 1997. Felony crimes include violent offenses such as homicide, forcible rape, robbery, assault and kidnapping. Felony crimes also include serious property, drug and sexual offenses. Also, juvenile arrests make up a disproportionate amount of the total arrest for violent crime. Juvenile is 12.8% of the population, yet making up 17.4% of arrests for violent crime. They went from 328 in 1993 to 532 in 1997, an increase of 62.2%. These statistics indicate that the county is making some progress in its responses to juvenile crime, although clearly, more is needed



San Mateo County Map Identifying Cities Most at Risk for Juvenile Crime

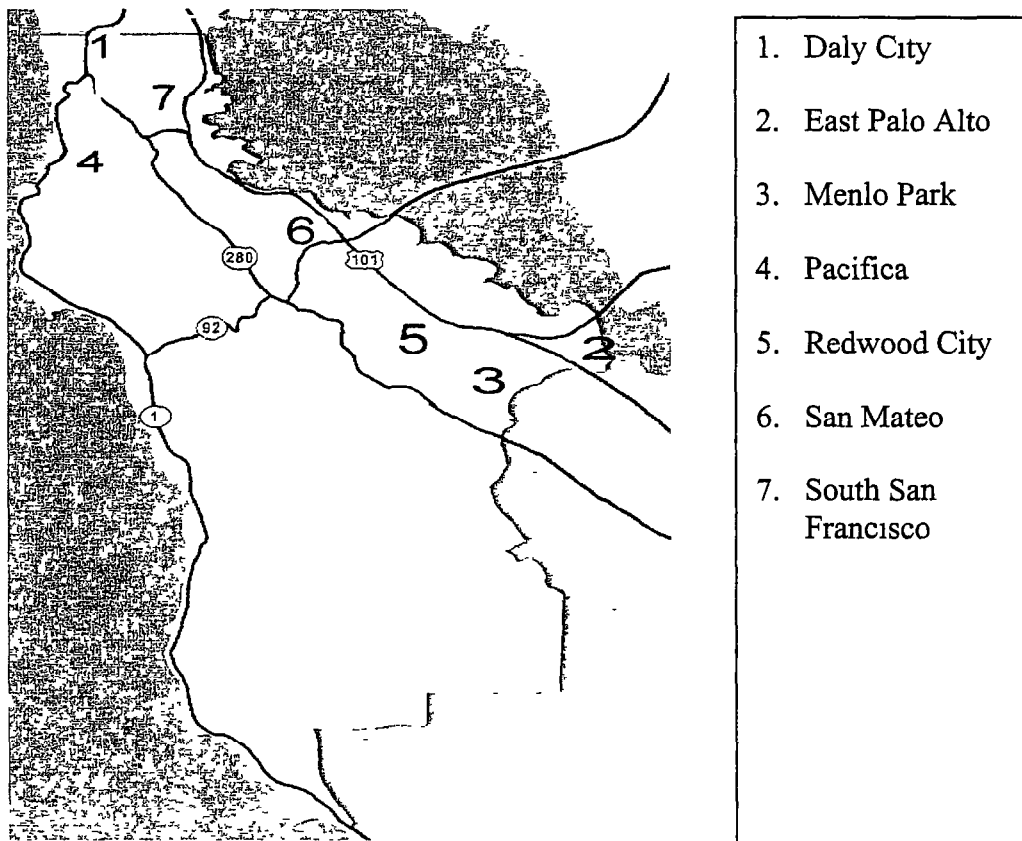


Figure 2: Map of Priority Cities

Ongoing Causes for Concern

In January 2000, San Mateo County issued a report entitled, 'Children in Our Community A Report on Their Health and Well-Being'. The goals of 'Children in Our Community' was to develop community consensus on outcomes and indicators for children's health and well-being, to agree on common data definitions and common-sense evaluation approaches, to recognize effective local policies and programs, and to invest in programs that work. The six outcomes that were identified for children in San Mateo County were: children are safe, children are healthy, children are nurtured in a stable, caring environment, children are succeeding in school; **children are out of trouble** and systems support children.

The report identifies three relevant indicators applicable to older children and youth that illuminate the negative consequences of inappropriate behavioral choices. These indicators are juvenile felony arrest rates: juvenile weapons-related arrests and children who are self-supervised. In San Mateo County, the juvenile felony arrest rate, 16.7 per 1,000 youth, is greater than that for adults (11.1 per 1,000) This is a very serious statistic In San Mateo County, juveniles (ages 10-17) are less likely to be arrested for weapons-related offenses than the rest of the state. The rate of weapons-related arrests has been decreasing both locally and statewide. This decrease is encouraging and has been a result of local school districts, police departments and our juvenile probation department working collaboratively to insure that there is no tolerance for use of weapons. It is also of note in San Mateo County that 18% of all teens, ages 13-15, and 41% of 16 and 17 year-olds, have no adult supervision after school. Without adult supervision, children may engage in unsafe or unhealthy activities The above three indicators will be monitored to review whether the outcome of children staying out of trouble is accomplished.

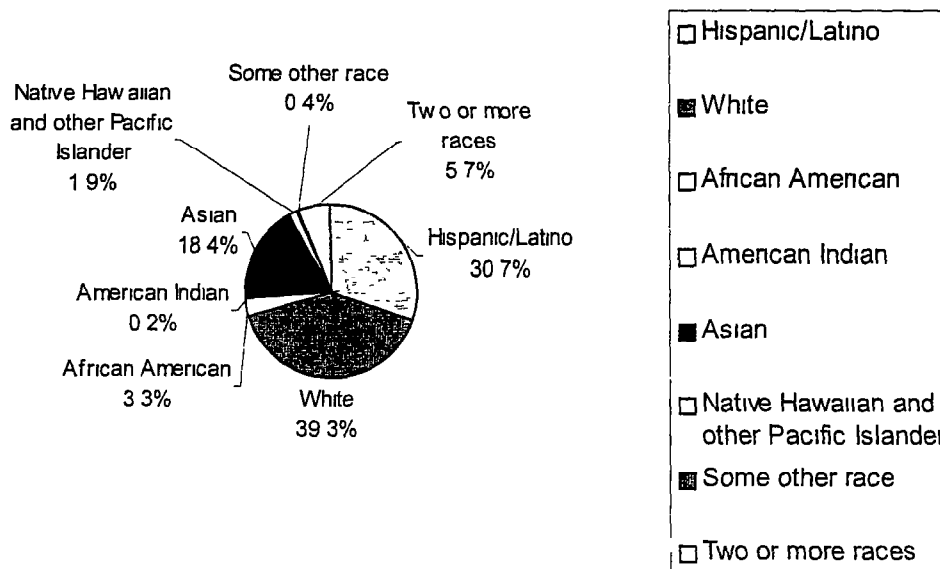
Another area of concern that was addressed in the 'Children in Our Community Report' was drug, alcohol and tobacco use. It is evident that drug and alcohol abuse are major factors in juvenile crime and programs that address this are critical. Although high school youth in San Mateo County are less likely to use alcohol, tobacco, or marijuana, they are more likely to use cocaine than youth in the rest of the county. Substance abuse can be a significant contributing factor in juvenile crime.

## SECTION IV. LOCAL JUVENILE JUSTICE ACTION STRATEGIES

### Identifying Current Needs

Through an ongoing, dynamic process of collaboration, San Mateo County has been very successful in providing services that significantly lower recidivism and promote family stability in a very diverse community (see figure 1.) The county consistently identifies needs and provides specialized services that utilize a family-centered strength-based approach to providing support services. San Mateo County has numerous community-focused prevention programs including the Community Outreach Program Services (COPS), Juvenile Drug Court, two specialized units that work diligently with families to prevent out of home placements, and an Accelerated Resource Center (ARC) that recently broadened the umbrella of services of the ROPP (Repeat Offender Prevention Project) grant. In addition, the county has several youth diversion programs, and two newly created aftercare programs that assist with the reintegration of youth who have graduated from the boy's ranch program or who are returning from placement. With these programs already in place, the planning group recognized the need to increase the accessibility of treatment services by making them more available in identified sections of the county

Cities in the northern and southern parts of the County were identified as priority targets. There is a projected increase in the number of high-risk juvenile cases entering the juvenile justice system Countywide. The primary focus of San Mateo County's proposed CPA 2000 plan is to enhance existing, successful intervention and prevention services and add new services that will divert some juveniles and their families from the juvenile justice system.



**Figure 1. San Mateo County Ethnicity at 2000 Census for Youth Population**

### **Collaborative Approach to Service Delivery**

The method of developing a proposed plan for allocating CPA2000 funds in San Mateo County involved a collaborative process that encouraged active participation from numerous county departments including the Human Services Agency, Health and Mental Health, Probation, the Sheriff's Office, the County Office of Education, and representatives from the Board of Supervisors, the County Manager, and community treatment providers. The County's strategy was to devise services and programs that involve a multi-agency collaborative approach that enhances outcomes by providing diverse services with specialized expertise to a targeted population. The planning group worked together over several months to review and consider many proposed programs. The final proposal involved an inclusive approach that allowed participation from as many agencies as possible.

CPA 2000 needs and priorities:

- COMPREHENSIVE YOUTH AND FAMILY ASSESSMENT
- EXPANDING OVERBURDENED, VALUABLE SERVICES
- AUGMENTING AFTER SCHOOL ACTIVITIES
- STRENGTHENING EDUCATION AND COMMUNITY SERVICE AS A SUPPORT FOR REHABILITATION

### **Integrated Approach to Expanding Services**

The goal of identifying and providing community-based outreach services to juveniles and their families is the foundation for several proposed programs including the ARC (Accelerated Resource Center) Centers, the After School Mentoring Program, the Community Care Program, and the Assessment Center. While the majority of these services focus on improving accessibility of youth and family services in the community, a new priority is the addition of services that will ensure the comprehensive assessment of each youth entering the system. Proper assessment will enable the county to evaluate treatment needs and allocate resources to address unique issues whose resolution will promote healthy families and develop the youth of San Mateo County. The assessment center would create the mechanism for accurate identification of individual needs and would include follow up with community based referrals that could potentially meet family needs and divert some juveniles from the juvenile justice system. Creating community-based alternatives to detention also supports the County's desire to support and promote the value of keeping youth in the community.

The Community Care Program would be expanded and modified to include more community work sites and the addition of a classroom component that would expose juveniles to life-skills, cognitive based thinking, anger management and alcohol and drug treatment. Lastly, the school programs will continue to promote academic achievement and improved school attendance, as both are known to reduce the likelihood of delinquency.

These programs each require an integrated approach by multiple agencies all of whom are committed to effecting change in the youth of San Mateo County. There is a clear understanding that in order to be successful all agencies must work closely and cohesively, sharing information and striving for common goals. An integrated approach will increase the effectiveness of the services and increase opportunities for communication between the participating agencies.

The following is the geographic response to service needs in San Mateo County:

**North County** (Daly City, South San Francisco, Pacifica)

- PROP/ARC Expansion
- After School Home Work Centers

**South County** (Redwood City, Menlo Park, East Palo Alto)

- Youth and Family Resource Center
- After School Home Work Centers

**County Wide**

- Hillcrest Assessment Center
- 3 I program (Intensive In-home Intervention)
- Community Weekend Work Expansion
- Court/Community Schools Counseling
- Literacy/Numeracy at Court and Community Schools

**Continuum of Interventions**

San Mateo County recognizes the need for a continuum of services that begins with prevention programs and progresses through numerous interventions that involve corrective treatment and structured accountability. Prevention efforts consist of diversion programs, after school mentoring projects, and community centers that offer youth and family services. The Community Outreach Program also helps lower truancy rates and diverts many youth from the juvenile justice system while addressing their needs through use of contract treatment providers. The addition of an Accelerated Resource Center has increased the county's ability to provide community based services including an alternative classroom, athletic events, and treatment services for youth and their families in their community.

Once youth enter the system, the use of the Weekend Work and Community Care Programs teach them a strong work ethic in lieu of sitting in a detention facility. A classroom component will allow the county to maximize use of this structured time by exposing youth to important information about risk factors that contribute to delinquency. Specialized caseloads that involve collaborative efforts between the probation, mental health, and alcohol and drug departments' also lower recidivism and assist in helping the families learn coping skills. These programs are designed to provide a gradual escalation of severity of intervention and immediacy of consequences for negative behavior. Parenting classes also offer another valuable level of intervention.

When youth have been removed from their homes to long term placements, their reintegration to the community is most difficult during the first 90 days. Aftercare programs enable probation officers and mental health workers to provide intensive services during this period to increase the chance for success (see figure 2.)

### **Objectives and Outcomes**

Measuring outcomes has become standard operating procedure in San Mateo County, as the Board of Supervisors recently initiated and implemented a program of Outcome Based Management in every department. There is unanimous support from all the county departments who want to ensure that funds are allocated for successful services and programs that prevent and reduce delinquency in adolescents.

With all proposed programs involving a multi-agency approach, the evaluation process will include an assessment of the stakeholder relationships to ensure improved connections to the community. Each collaborative team will evaluate their working relationships and discuss methods of strengthening collaboration on a semi-annual basis.

Baseline standards will include data development and collection that will track:

- Improvement in academic achievement (ARC, After School Program, literacy/Numeracy Program)
- Improved school attendance (ARC, After School Program, school counseling program)
- Lower revocation rates (for juveniles on probation, 3I, assessment programs)
- Lower juvenile detention rates using Average Daily Attendance (Community Care)
- Lower arrest rates (per 100,000)
- Increase in successful completion of community work service
- Percent of juveniles entering system with the following.
  - ° Learning disabilities
  - ° Mental health disorders
  - ° Alcohol and substance abuse
  - ° Untreated medical needs
  - ° Family history of criminality
  - ° Child abuse or domestic abuse

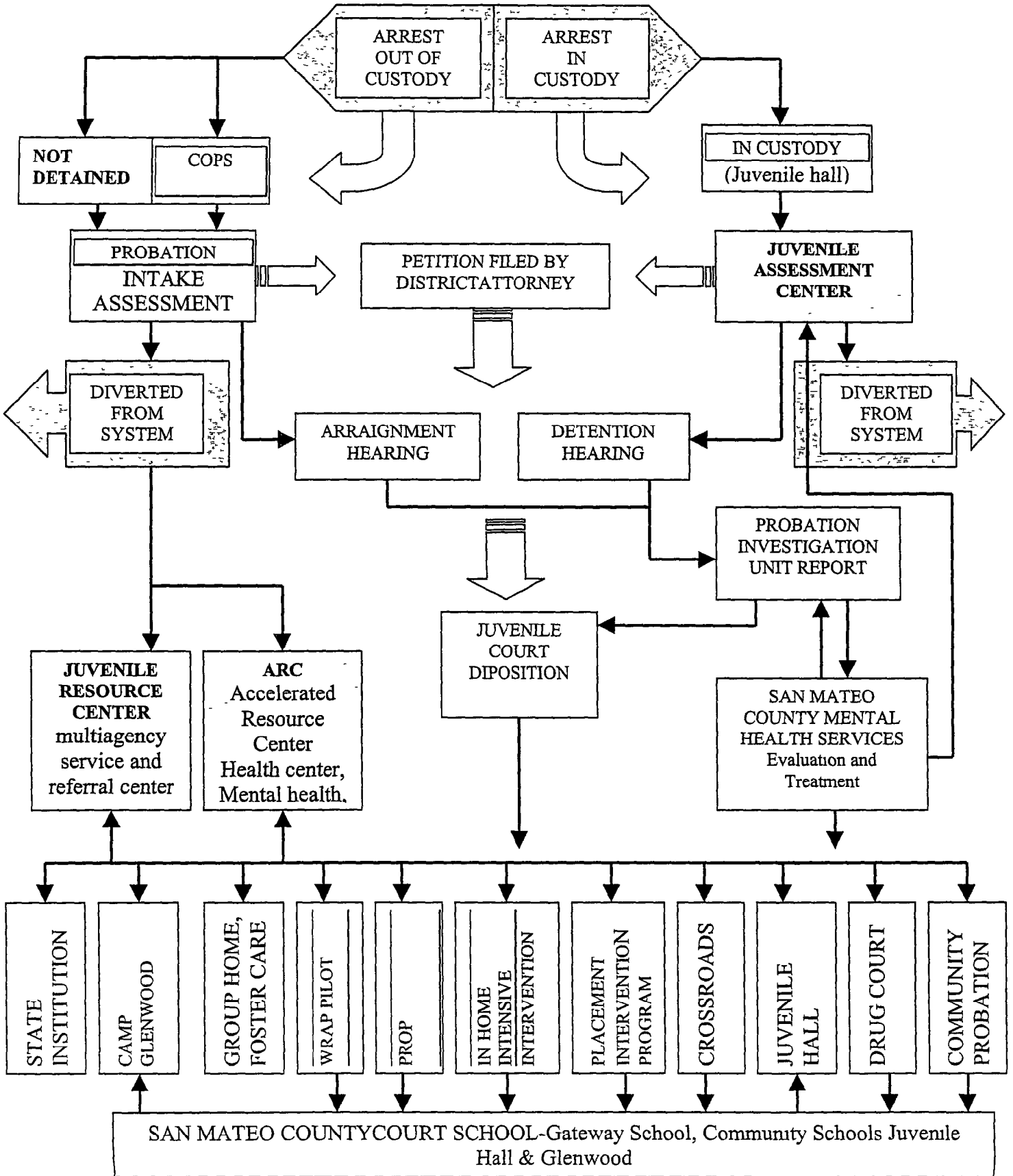
### **Data Collection**

A major focus of this plan is the collection of data as required by CPA 2000 and good program management. However, the importance of using that data to operate, modify, or confirm program aspects can not be understated. An ongoing body of Plan representatives will meet semi-annually to review information collected and work towards the evolution of the Plan to

meet its stated goals. Cross program communication should be constant and summaries of all data will be shared with all participant and appropriate, interested parties

To assist the plan meet this goal, professional assistance will be engaged to provide a thorough and accurate reports and analysis

**Figure 2. Service Tracks for Youth Coming to Attention of Juvenile Justice System**  
 (Darkest Shaded boxes represent CPA 2000 Programs)





## SECTION V. DETAILED PROGRAM DESCRIPTIONS

### 1. PROPOSED JUVENILE ASSESSMENT AND REFERRAL CENTER, (J-ARC)

#### Service Need

In San Mateo County there continues to be a need for comprehensive early intervention with at-risk first-time offenders. "The lack of consistent intervention with Juvenile Offenders soon after their initial contact with the police or other authorities has long been recognized as perhaps the single largest gap in services for troubled youth" National Council on Crime and Delinquency, (*Promising Approaches for Graduated Sanctions*)

#### Target Population

The Probation Department and other county agencies recognize that many of these youth and their families have a multiplicity of needs and may already be receiving services through mental health, child welfare or drug and alcohol service. Approximately, one third of the youth presently screened into the Repeat Offender Prevention Project that targets younger first time offenders in North San Mateo County, have had prior referrals or action within Child Protective Services of the Human Services Agency.

The center will serve 540 youth ranging in age from 11 to 17 who are referred by local law enforcement for the first time, due to the nature of the offense, failure of prior diversion efforts, or as a result of family and home circumstances, these youth cannot be immediately released to a parent or guardian.

Current Juvenile Hall Bookings average approximately 45 per month. Annual arrests, in and out of custody, of first-time offenders county-wide in 2000 were approx. 1300 total. Juvenile Hall population has averaged 182 detainees, per day over the last year, considerably higher than the Board of Corrections, approved capacity of 163

#### Program Goals

The goal of the J-ARC is to provide a 'single point of entry' for intake and assessment of juveniles who have come into the contact with the juvenile justice system. The long-range plan is to develop a model, which allow for assessment of juveniles who are "at-risk" and likely to come into contact with the juvenile justice system.

Probation Officers, therapists, medical providers and social workers will make initial broad-based and on-going in-depth, assessments of the youths' circumstances and treatment needs.

J-ARC staff will monitor and manage the youth case plan, ensuring the provision of appropriate treatment and rehabilitation services. Duplication of services will be avoided through the development and use of a database. The information management system will track the cases reviewed as well as serve as a warehouse of government and community resources.

Information from the assessment process and the database will help staff develop recommendations, access services, and facilitate follow-up and review of the case plans.

This program aims to involve youth in positive pro-social education and recreational programs, improve school attendance and performance, address developing substance abuse problems and concerns, and intervene with youth experimenting with gang associations and/or lifestyle. They will also provide family-centered, strength-based services including parent education and support.

### **Program Description**

A multi-disciplinary team consisting of a Deputy Probation Officer, Nurse Practitioner, Psychiatric Social Worker and/or Therapist will complete a thorough Intake Assessment to determine the youths risk to the community and to assess whether there is a danger to the youth, him/herself. The team will further evaluate the youth and his/her family's need for immediate crisis or ongoing intervention and/or services.

The Assessment and Referral Center staff will meet with every youth who is brought to the Juvenile Hall for the first time. They will contact the Minor's family and complete intake interviews and screening, including a risk /needs assessment, substance abuse inventory, and medical screening. This team will make a determination as to whether the minor can be released home and whether informal action or diversion efforts can be utilized prior to referral to the District Attorney.

In all cases, whether the case is referred on for formal court action or not, the team will develop an initial case plan based on the initial information gathered. If the case is diverted, the Assessment Center staff will assist the youth and family in connecting with the appropriate community services, including educational programs. Center staff will follow the youth and meet periodically with the youth and family in the community. A Community worker and/or Juvenile Group Supervisor assigned to the J-ARC program will be available in the community to support the minor and family in following through with connecting to the identified resources. Center staff will be available to meet again with the family or minor, as they request. In appropriate cases, if the minor does not fulfill an informal contract or he/she reoffends in the community, their case may be referred to the D.A. and hence the Juvenile Court. However, the case plan will remain in place and active pending disposition or further action.

It is expected that when the youth meet the ROPP criteria for the Preventing Repeat Offender Program that they will be referred for the comprehensive services available through the current Accelerated Resource Center (ARC) in Daly City or the proposed Youth and Family Resource Center in South San Mateo County.

### **Collaboration and Integration with Service Partners**

The San Mateo County Probation Department, in collaboration with San Mateo County Health Services and the Mental Health Department, as well as the Human Services Agency and local

law enforcement agencies, proposes to establish a Juvenile Assessment and Referral Center (J-ARC) at Hillcrest Juvenile Hall in San Mateo.

### **Demonstrated Effectiveness**

The concept for JARC is based on the San Francisco Juvenile Probation Departments' Challenge Grant II Project, a "Circle of Care" system that includes a *Community Assessment and Referral Center*. In this project the initial assessment of the juvenile offender is completed in a central location with a multi-disciplinary team. The results have been fewer incarcerated youth in Juvenile Hall and stronger connections to the community as well as improved communication and relationships between Probation and other law enforcement agencies. Youth are routinely connected to a case manager and mentor. The project includes crisis intervention, assessment, service intergration, referral and monitoring.

According to information San Francisco Probation Department and the Delancey Street Foundation Center on Juvenile and Criminal Justice CARC has "successfully worked with youth to reintegrate them into schools and arrange for special education services; obtain mental health services, complete community service requirements; and engage youth in positive social, arts and athletic programming."

In a preliminary evaluation of CARC there was no difference in the rate of referral for a new offense during the intervention period: twenty-two percent (22%) for the treatment group vs. twenty-three percent (23%) for the control group. For the intervention period and six months after the intervention, the treatment group had fewer referrals, with forty percent (40%) of treatment vs. forty-six percent (46%) of control being referred.

The CARC intervention was effective in keeping youth in school as well. Twenty percent (20%) of the treatment group were suspended at intake but were not suspended when they exited the program. In other words, the program was successful in getting twenty percent of youth back into school. For the control group, only four percent (4%) of the youth suspended at intake were back in school in an equivalent time. In addition, eighteen percent (18%) of the treatment group had a decrease in the number of times suspended during the intervention, while the control group change was only a decrease of one percent (1%). In the treatment group twenty percent (20%) of the youth were suspended at intake but were enrolled in school at exit from the program, compared to four percent (4%) of the control group. Eighteen percent (18%) of the of the treatment group had a decrease in numbers of times suspended during the intervention, while only one percent (1%) of the control.

### **Program Objectives and Outcome Measures**

#### **State Objectives**

1. The rate of juvenile arrests per 100,000 population (there are no expected changes for this outcome);
2. The rate of successful completion of probation (there are no expected changes for this outcome);

3. The rate successful completion of restitution and court-ordered community service responsibilities (there are no expected changes for this outcome);
4. The rate of arrest, incarceration, and probation violation rates for the program participants; and
5. The quantification of the annual per capita costs of the program.

### **Local Objectives**

1. The number of youth in the juvenile hall;
2. The percent of referrals filed out of custody, and
3. The rate of new law violations.

### **Outcome Measures**

1. To reduce the juvenile hall average daily population by seven (2500 child bed days)
2. To increase the number of referrals filed out of custody from 31 % to 36 %
3. To reduce the rate of recidivism (new law violations and probation violations) from 55% to 50% by five percent, the equivalent of the reduction in the CARD program; and
4. To reduce the rate of incarceration by five percent.

The program will also track:

1. The risk and needs of the program population;
2. The number of program youth diverted from the juvenile justice system;
3. The use of community-based services; and
4. The number of referrals for educational assessment,

### **Program Costs**

The estimated program costs are \$ 440,551.00. The anticipated number of youth to be served by the program is 540. The per capita cost is \$816.00 for approximately one year of service.

### **Implementation**

The program can start with the hiring of staff and some minor site alterations 8/1/01 is an anticipated start date

## **2. PROPOSED YOUTH AND FAMILY RESOURCE CENTER**

### **Service Need**

San Mateo County proposes to establish a Youth and Family Service Center to serve Probation wards, at-risk youth and their families in the area of the South County. The highest number of juvenile probation referrals come from this area and to date these needs have been unmet in many areas.

The proposed center will be able to serve this population, diverting some cases through coordination with the new proposed Assessment and Referral Center and the services of the San Mateo County Sheriff's Diversion and Parent Project. Approximately 60 youth, under the age of fifteen and a half years at the time of entrance, will be served through the alternative education center. These youth will be screened into the program through the Repeat Offender Prevention Project (ROPP) screening and assessment process. The Youth and Family Resource Center will also provide services in the expanded programming hours for cases, (youth and family), referred for services through local law enforcement jurisdictions as well as Probation cases not specifically identified by the 8% or at-risk criteria

Various program elements will address both those youth identified as ROPP eligible and in need of intensive supervision as well as preventative interventions for at-risk youth.

### **Target Population**

In San Mateo County communities located in the South County there is a need for coordinated and integrated services for the at-risk adolescent population. During the year 2000 there were 1123 referrals to the Probation Department for new petition filings from the cities and towns of Atherton, East Palo Alto, Menlo Park, Redwood City and other unincorporated areas under the Sheriff Department's jurisdiction. East Palo Alto, Menlo Park and Redwood City, along with Daly City and San Bruno in the North, account for the highest number of referrals and arrests in the juvenile justice system in San Mateo. It is proposed that this program will serve 600 youths, between the ages of 11 and 15 years, during the grant period.

### **Program Goals**

The Youth and Family Resource Center will provide services for juvenile offenders admitted under the PROP screening process as well as other at-risk youth referred from Probation and the Sheriff's Diversion project. Information will be compiled on all cases and families receiving services. Continuity of care and delivery of intensive services, with Probation caseloads of fifteen (15) will be the goal of the project.

Additional program goals include reducing recidivism, improving school attendance and performance, reducing substance abuse and improving family functioning.

### **Program Description**

Center staff will include a Project Manager, a Probation Officer and two (2) Juvenile Group Supervisors from the Probation Department, a Mental Health therapist from the Sheriff's Diversion Project, a Psychiatric Social Worker from the Human Services Agency, an Instructional Aide and a Legal Office Specialist. The County office of Education will provide a teacher. A promotional video will be made and presented to the community, program participants, and local agencies to familiarize them with program operations and services.

The project includes a proposed contract with the community-based agency El Centro de Libertad to provide culturally competent, intensive outpatient substance abuse treatment.

Case service plans will be tailored to the individual youth and family needs and every effort will be made to connect the family to a network of informal community supports. The center will house an alternative educational program for youth in this population that are in need of academic remediation or stabilization of their behavior in the educational setting. It will also provide direct services as needed from the Mental Health and Public Health Departments. There will be expanded programming and expanded hours during which, homework assistance and substance abuse education, counseling and treatment will be provided. There will also be a structured arts and recreational component. The goal is to make the center accessible to families; providing education and support for parents and guardians, as well as drop-in hours to meet with center staff.

### **Collaboration and Integration with Service Partners**

Youth and their families will be referred and connected to services through the collaboration of San Mateo County agencies and community-based providers; the Probation Department, Human Service Agency, Mental Health Department, County Office of Education, El Centro de Libertad, and the Sheriff's Diversion and Parent Project.

### **Demonstrated Effectiveness**

The Preventing Repeat Offender Program (PROP) has been operating in San Mateo County since May 1997 under a ROPP California State Legislative grant administered by the Board of Corrections in eight California counties

PROP targets first-time juvenile offenders, under the age of fifteen and a half years old and their families residing in the North County cities of Daly City, South San Francisco, Pacifica, Brisbane, Colma and Broadmoor, who meet the screening criteria designated in Repeat Offender Prevention Project (ROPP) legislation; i.e., risk factors of family problems, academic and school behavior problems, substance abuse issues and predelinquency factors (gang orientation, stealing and runaway patterns)

PROP is dedicated to the objective of working with juvenile offenders in an effort to avert ongoing escalation of criminal and delinquent behavior and to promote positive social values and

educational goals. The program provides intensive family-centered services and aims to empower the young person and his/her family to create strong healthy bonds with each other and their community. Program eligibility is determined through an assessment in the Probation Department's Intake and Investigation Unit.

The PROP Unit is staffed with three Deputy Probation Officers, a Case Aide, a Mental Health Clinical Program Specialist, a Mental Health Therapist and Social Worker. The program team, along with an Inter-Agency Multidisciplinary team, completes a needs assessment and develops a preliminary case plan for each ward admitted to the program. Strategies for interventions and services are identified for the family in the areas of education, treatment, recreation or living arrangements. PROP has recently collaborated with the Daly City Youth Health Center and the Jefferson Union High School District to create an Accelerated Resource Center (ARC) which will include a transitional classroom and expanded after-school educational and recreational programs.

Each ROPP project must include a formal research component that compares juveniles who receive enhanced probation services (treatment group) to those who receive only traditional services (comparison group). Assignment to the two groups must be made on a random basis. Each county must submit a final program evaluation report to the BOC following the grant ending date and written progress reports every six months. At a minimum, all of these reports must examine the following four outcome variables:

- Number, subject matter and disposition of subsequent petitions to declare the minor a ward of the Juvenile Court.
- Number of days served in any local or state correctional facilities.
- Number of days of school attendance during the current or most recent semester.
- Minor's grade point average for the most recently completed school semester.

PROP has demonstrated effectiveness in curbing repeat offenses, improving school performance and attendance and reducing substance abuse. Twelve months after program entrance, only 39 percent of experimental youth had a new petition filed, compared to 50 percent of control youth. Within the same time frame, 33 percent of control group youth experienced custody days while only 27 percent of experimental youth did.

The new center would be modelled on the ROPP model operating in eight new counties in California and would not include a control group. The current proposed center would also serve to fill identified gaps in drug and alcohol treatment and after-school recreational and social activities.

### **Program Objectives and Outcome Measures**

#### **State Objectives**

- 1 The rate of juvenile arrests per 100,000 population (there are no expected changes for this outcome);
- 2 The rate of successful completion of probation (there are no expected changes for this outcome);

3. The rate of successful of restitution and court-ordered community service responsibilities (there are no expected changes for this outcome);
4. The rate of arrest, incarceration, and probation violation rates for the program participants; and;
5. The quantification of the annual per capita costs of the program

### **Local Objectives**

1. The percent of days attended at school;
2. Grades in school;
3. The level of substance abuse;
4. The percent of youth serving time in custody,
5. The number of days served in detention or in an institution;

### **Outcome Measures**

1. To reduce the rate of recidivism as compared to existing PROP control cases by five percent (from 50 percent to 45 percent);
2. To reduce the rate of probation violations as compared to existing PROP control cases by five percent (from 37 percent to 32 percent);
3. To increase the percent of days attended as compared to matched sample of ROPP control youth;
4. To decrease the percent of youth serving time in custody for a new offense or violation from 33 percent in the PROP control group to 27 percent in the new program, within one year;
5. To increase school performance based on a measurement of grades (yet to be determined) as compared to the PROP control group;
6. To increase the percent of negative drug tests as compared to the PROP control group; and
7. To decrease the number of custody days served as compared with the PROP control group.

### **Program Costs**

In the Orange County and San Diego County ROPP programs that include a Youth and Family Resource Center the average cost per client is approximately \$1,400.00 per participant. Based on the referral data and present caseload information from South San Mateo County we expect to serve as many as 600 clients with the proposed services. Program cost is estimated at \$830,329.00, yielding a per capita cost of \$1,384.00.

### **Implementation**

A major consideration of the program is site acquisition. This combined with hiring staff would put the anticipated operational date at 9/1/01.



### **3. AFTERSCHOOL HOMEWORK CENTERS**

#### **Service Need**

Juvenile, violent crime is most prevalent in the hours immediately following the dismissal of school between the hours of 3:00p.m and 4:00 p.m. as support by statistical data from the FBI. Risk factors for participation in juvenile crime include poor school performance and lack of positive connection at school. Afterschool homework centers provide a structured activity for children after school. The centers help children develop good habits by completing homework. The centers, which are staffed with teen tutors and an adult supervisor, provide children with the support and assistance to help with personalized instruction and attention that is necessary for children to benefit from tutorial help.

#### **Target Population**

Currently there are Afterschool homework centers in 51 elementary schools in San Mateo County. CPA 2000 will be utilized to fund homework assistance programs at 37 additional elementary and middle schools. These schools will be in the four communities that have the highest crime rate in San Mateo County, Daly City, Redwood City, East Palo Alto and Brisbane. The program in East Palo would target those youth who participate in the Tinsely program and are bused to neighboring communities for school. The homework center would be located in their community of residence.

#### **Program Goals**

The goals of the Afterschool Homework Center are to improve students reading and math levels, improve the student's attitude toward school and to improve their attendance. By increasing the participant's school performance, improving attendance and attitude as well as keeping the participant busy in positive activities, the long-term goal of the program will be to reduce the incident of juvenile crime.

#### **Program Description**

The basic elements of the program are to serve a minimum of 25 students, to operate between 3 p.m. and 6 p m , 4 days per week, to involve high school students as tutors, and to have a financial match from the school. Each school designs its own program and includes community partners as available and appropriate. Most currently operating schools have over 50 children enrolled in the program.

#### **Collaboration and Integration with Service Partners**

The Afterschool Homework Centers are collaboration between the County of San Mateo, the County Office of Education and the local school districts. The school districts may choose community based partners such as recreation departments or other youth serving agencies to provide a range of positive activities associated with participation in the homework center.

Classroom teachers will refer children to the program based on such criteria as a pattern of not completing or turning in homework, known to have unsupervised time afterschool, problems following classroom instructions and disruptive behavior. Children who are identified through assessment in the other CPA 2000 programs will also be accepted at their school of attendance.

### **Demonstrated Effectiveness**

The County of San Mateo currently funds 51 Homework centers in 8 cities in the county. Positive changes in behavior and attitude changes have been noted in the participating children. Parents and teachers are supportive of the program. Research data contained in a "Fight Crime: Invest in Kids" report shows a Canadian study of an after school and summer enrichment program yielded a 75% decline in juvenile arrests. Also reported was an Opportunities Industrialization Center Program that indicated an after school program showed participants were 1/6 less likely to commit a crime during their high school years. The participants in these studies appear to match our program participants in that they are defined by environment, troubled urban areas, and are voluntary referrals by self, teachers, or counselors.

The Office of Juvenile Justice and Delinquency Prevention recognizes the impact that after school programs have on preventing violence in children and youth and has published support data.

### **Program Objectives and Outcome Measures**

#### **State Objectives**

1. The rate of juvenile arrests per 100,000 population (there are no expected changes for this outcome);
2. The rate of successful completion of probation (there are no expected changes for this outcome),
3. The rate of successful of restitution and court-ordered community service responsibilities (there are no expected changes for this outcome),
4. The rate of arrest, incarceration, and probation violation rates for the program participants (there are no expected changes for this outcome),
5. The quantification of the annual per capita costs of the program

#### **Local Objectives**

1. Self-reported attitudes toward school,
2. The percent of days attended,
3. The percent of youth involvement in crime and victimization, and
4. Self-reported attitudes toward future goals

#### **Outcome Measures**

1. To increase the percent of youth reporting positive feelings toward school on pre- and post-survey (instrument yet to be determined),
2. To increase the percent of school days attended between the six months before the program and six months after the program by five percent,

3. To decrease by five percent the self-reported incidence of involvement in crime or victimization between 3pm and 6pm as measured by a pre- and post-survey of the six months before the program and six months into/after the program; and
4. To improve overall attitudes toward school and the goals of employment, survivability, and other measures in a pre- and post-survey (instrument yet to be determined).

### **Program Costs**

The total cost of the program is \$399, 873 for 37 sites. With a minimum enrollment of 25 students the cost per student is \$432.00 per year. With the norm of 50 students the cost per student per year is \$216.00.

### **Implementation**

The timeline for this program is the school year from September 2001 to June 2002.

#### **4. PROPOSED EXPANSION OF PREVENTING REPEAT OFFENDER PROGRAM**

##### **Service Need**

The Preventing Repeat Offender Program (PROP) has been operating in San Mateo County since May 1997 under a ROPP California State Legislative grant administered by the Board of Corrections. The current expansion proposes to develop a contract with Asian American Recovery Services to provide out-patient day treatment for adolescents with significant substance abuse problems. PROP statistics indicate a need for more community based program beyond drug and alcohol education. More than two-thirds of minors entering the program indicate substance abuse as an issue. In approximately half of these cases, further assessment determines a need for more extensive services beyond early intervention and education.

There is much evidence that youth involved in structured programs and activities avoid criminal behavior and early drug and alcohol use. Andrew Rotherham, director of the 21 st Century Schools Project at the Progressive Policy Institute states in an article *After-School Programs* that children's after-school programs are an effective strategy to combat juvenile crime, while also keeping children safe and providing both academic remediation and enrichments

##### **Target Population**

The Program targets first time offenders, under the age of fifteen and a half, who display risk factors in the four areas identified in the legislation. These are: Family Issues, School Issues, Substance Abuse, and Pre-delinquency. It is anticipated the program expansion will provide service to 120 youths.

The San Mateo County *Childrens Report 2000* reports that 17.9% of youth they surveyed, ages 13 to 15, were unsupervised after school. None of the youth in this group were involved in school-based afterschool programs. This figure jumps to 40.8 percent for youth ages 16 and 17.

##### **Program Goals**

The San Mateo County Probation Department's Preventing Repeat Offender Program (PROP) is dedicated to the objective of working with high-risk, first-time juvenile offenders in an effort to avert ongoing escalation of criminal and delinquent behavior and to promote positive social values and educational goals.

##### **Program Description**

The program provides intensive family-centered services and aims to empower the young person and his/her family to create strong healthy bonds with each other and their community. Program eligibility is determined through an assessment in the Probation Department's Intake and Investigation Unit.

The current proposed enhancement would serve to fill identified gaps in community-based or outpatient drug and alcohol treatment and would provide after-school recreational and social

activities. This funding will also support the recent program expansion to a site-based center that includes an educational homework assistance program.

Further expansion of the program would include leasing a van to provide transportation for youth and families to YARP, court and other important appointments supporting the case service plan. Some additional funding is requested to support the development of the expanded hour programs and would be used for equipment, recreational activities and field trips. The Board of Corrections has previously provided some expanded funding that we have allocated to support additional staff to do the transportation and to supervise the recently opened educational program.

### **Collaboration and Integration with Service Partners**

The PROP Unit is staffed with three Deputy Probation Officers, a Case Aide, a Mental Health Clinical Program Specialist, a Mental Health Therapist and Social Worker. The program team, along with an Inter-Agency Multidisciplinary team, completes a needs assessment and develops a preliminary case plan for each ward admitted to the program. Strategies for interventions and services are identified for the family in the areas of education, treatment, recreation or living arrangements. PROP has recently collaborated with the Daly City Youth Health Center and the Jefferson Union High School District to create an Accelerated Resource Center (ARC) which will include a transitional classroom and expanded after-school educational and recreational programs.

### **Demonstrated Effectiveness**

PROP targets first-time juvenile offenders, under the age of fifteen and a half years old and their families residing in the North County cities of Daly City, South San Francisco, Pacifica, Brisbane, Colma and Broadmoor. These youth meet the screening criteria designated in ROPP legislation, i.e., risk factors of family problems, academic and school behavior problems, substance abuse issues and predelinquency factors (gang orientation, stealing and runaway patterns).

Each project must include a formal research component that compares juveniles who receive enhanced probation services (treatment group) to those who receive only traditional services (comparison group). Assignment to the two groups must be made on a random basis. Each county must submit a final program evaluation report to the BOC following the grant ending date and written progress reports every six months. At a minimum, all of these reports must examine the following four outcome variables:

- Number, subject matter and disposition of subsequent petitions to declare the minor a ward of the Juvenile Court
- Number of days served in any local or state correctional facilities.
- Number of days of school attendance during the current or most recent semester
- Minor's grade point average for the most recently completed school semester

PROP has demonstrated effectiveness in curbing repeat offenses, improving school performance and attendance and reducing substance abuse. Twelve months after program entrance, only 39

percent of experimental youth had a new petition filed, compared to 50 percent of control youth. Within the same time frame, 33 percent of control group youth experienced custody days while only 27 percent of experimental youth did.

### **Program Objectives and Outcome Measures**

#### **State Objectives**

1. The rate of juvenile arrests per 100,000 population (there are no expected changes for this outcome);
2. The rate of successful completion of probation (there are no expected changes for this outcome);
3. The rate of successful of restitution and court-ordered community service responsibilities (there are no expected changes for this outcome);
4. The rate of arrest, incarceration, and probation violation rates for the program participants; and
5. The quantification of the annual per capita costs of the program.

#### **Local Objectives**

1. Self-reported attitudes toward school,
2. The percent of days attended;
3. The percent of youth involved in crime and victimization;
4. Self-reported attitudes towards future goals;
5. The rate of youth arrested,
6. The rate of self-reported substance abuse;
7. The percent of youth serving time in custody, and
8. The number of days served in detention or in a institution;

#### **Outcome Measures**

1. To reduce the rate of recidivism by five percent (from 50 %, the rate for PROP control group to 45 %, the rate for PROP program youth);
2. To reduce the rate of probation violations by five percent (from 37 %, the rate for the PROP control group to 32 % [the rate for PROP program youth was 27 %]),
- 3 To increase the percent of school days attended as compared to the PROP control group,
4. To decrease the percent of youth on probation serving time in custody for a new offense or violation from 33 %, the rate for PROP control group to 27 %, the rate for PROP program youth, within one year;
5. To increase school performance based on a measurement of grades (yet to be determined) as compared to the ROPP control group;
6. To increase in the percent of negative drug tests as compared to the ROPP control group, and
- 7 To decrease the number of custody days served as compared with the ROPP control group.

### **Program Costs**

It is anticipated the expanded program will provide service to an additional 120 youth With a total expansion cost of \$132,025.00 that sets the per capita cost at \$1,100.00.

## **Implementation**

Since the primary cost of this expansion is through contract services, it is anticipated that it could be started swiftly. An anticipated start date is 7/1/01

## 5. INTENSIVE IN-HOME INTERVENTION PROGRAM, (3 I)

### Service Need

In the San Mateo County Probation department there are three collaborative programs tasked with providing intensive intervention to children identified as being at high risk for out-of-home placement, either foster care or boys ranch placement. In addition, these youth often have significant mental health needs. The inability to provide this service often results in out-of-home placement of the child at considerable financial and emotional cost to both the county and the family.

The Crossroads Program provides intensive probation and mental health intervention for a 6 month period. The goal is to remediate the immediate critical family and child issues. This maintains the child in the home and allows future service needs to be met through less intensive and expensive probation and mental health services. There is a probation officer and a psychiatric social worker assigned to each case. They work in close collaboration to provide therapy and structure. The Placement Intervention Program (PIP) is a highly structured supervision program for court wards that are at risk for out-of-home placement. Wards are placed in this program under contractual agreement with the Court DPOs in this program maintain a minimum once a week contact with the ward, family, school, mental health and other supportive services. There is a mental health social worker attached to this unit to provide consultation and direct intervention with clients. The Placement Aftercare Unit is tasked with facilitating the return home of children after foster care placement stays. They also create caseplans involving close probation supervision, community based services and county mental health. The goal is to allow children to return home sooner than would be possible if the child was returning to regular probation supervision.

There has been a continual waiting list for entry into the Crossroads program. Both the increased demand for this service and the growing complexity of the cases has adversely impacted this program. The average caseload approaches 30 while the standard is between 20 and 22. Also, cases are now being transitioned out of PIP earlier than is preferred resulting in a higher recidivism rate. This is in response to the increased demand when Crossroad services are not immediately available.

In the past year there have been two tragic suicides in this unit. There is, without question, a need to provide immediate mental health intervention, case management and treatment or referral to community based programs for the target population. Waiting list data indicates that we need to serve approximately 90 children a year to fill this pressing gap in service.

### Target Population

The children targeted by these programs are both male and female and range in age from 12 to 17 years. The Court refers them to these programs after petitions are sustained for delinquent behavior as well as probation violations. They are primarily children who have entered the juvenile justice system for behavior related to significant emotional or mental health issues. These issues have affected their family relationships, education, and socialization as well as the



community They have failed to respond to interventions by mental health, schools and social services due a refusal or inability to comply with treatment requirements by them or their families. They are below grade level in school with major attendance and behavioral problems, even if they are already in special education classes. There are multiple major family issues. Generally, they have failed in multiple systems and are at major risk of incarceration and lifetime involvement with the justice system. They cannot improve without the added structure of probation supervision. These cases are referred to the Placement Intervention Program, Crossroads Program and Placement Aftercare Programs from throughout the county. Since the county area is fairly large and these cases require frequent and sometimes immediate contact, maintaining small caseload size is fundamental to effective service.

### **Program Goals**

The goal of the In-home Intensive Intervention program (3I) is to further reduce the number of children in out-of-home placement by expanding the use of intensive supervision, flexible support services, and community based resources.

### **Program Description**

Increased staffing in these programs will reduce the waiting list and inappropriate referrals being assigned to other programs due to a lack of space. Also, step down transitioning after the six-week mental health cycle has been more difficult and has impacted the program and increased the strain on the staff significantly. By expanding the programs, using the Youth Asset Development model, and combining them as one unit, we would be better able to meet service demands for this complex, growing population. Additionally, these changes would build into the program an ability to provide extended transition services for families who need additional case management to bridge from Crossroads to other less intensive services.

The In-home Intensive Intervention program (3I) expands the Placement Intervention Program by one PIP/Crossroads hybrid officer and the Crossroads Program by one probation officers and two psychiatric social workers. The purpose of the PIP/Crossroads hybrid officer is to be able to extend the period of Crossroads intervention for a limited number of cases where successful transition requires more than the normal 6 month program. This officer would also handle Placement Intervention Program cases which required very intensive supervision and family involvement. The purpose of the probation officers and psychiatric social workers is to expand the capacity of the Crossroads Program to ensure that all wards at high risk of out of home placement can receive the services required to keep them at home.

The two existing Placement Aftercare officers involved in facilitating the reunification of children placed in foster care with their families will also be attached to this unit. The first six-month period following reunification is very difficult for the child and family. There is significant risk of relapse or return to unacceptable behavior, which could result in costly re-placement. These staff work collaboratively with the family, Mental Health workers, school personnel, and community based resources to structure and implement a program that will help the ward adjust positively in the home and community. The 3I program concept provides for the addition of a community worker II from the Human Services Agency to the Placement Aftercare unit to

enhance the probation officers' ability to coordinate with community providers and provide support to children returning home by assisting them in transportation, resource availability and by personal relationship.

Due to the extensive nature of the presenting problems, reunification involves both intensive involvement and mental health intervention. The Aftercare Unit will also have access to the services of a psychiatric social worker. An added benefit to combining these programs into the 3I unit is continuity of care. The children who fail in Crossroads and PIP will become the returning from placement for family reunification. The close proximity of the probation officers will facilitate communication and casework knowledge, thus providing more effective placement aftercare.

### **Collaboration and Integration with Service Partners**

Historically probation practice in these units involves a high degree of collaboration between the probation officers, mental health workers and outside agencies such as schools and community providers. The increased resources provided by the 3I program will enable officers to facilitate collaborative work, interagency communication, and ensure ward compliance with treatment programs.

### **Demonstrated Effectiveness**

The Placement Intervention Program was established in the early 1980s to address the issue of increasing number of out-of-home placements. This program has always been in high demand as a resource for the juvenile court. A major component of the program is the behavioral contract, which allows the use of the juvenile hall as a treatment tool for immediate sanctions for inappropriate behavior and refusal to comply with the treatment plan. The program has been very successful in maintaining children in their homes. The overall annual success rate with very high-risk wards has averaged 60% since 1991. However, it is apparent that the success of the program is directly related to caseload size. When caseloads have risen to 30 or more the success rate has fallen to around 55%. At the current average cost of group home placement of \$4600 a month, a 10% difference in success rate can mean an annual savings of around \$500,000. Further, by increasing the number of officers and reducing caseload size, families can be maintained in the program for a longer period. This provides for greater stabilization of the case before transfer to less intensive units or termination from probation wardship helping prevent future placement

The Crossroads Program, the highest level of placement intervention services, is a collaborative effort of Probation, Mental Health and the Human Services Agency. The program enhances family stability, reduces recidivism in the criminal justice system, and decreases the child's risk of removal from the home. Over the last eight years the program has demonstrated success by meeting or exceeding its objective of 75% of youth served remaining in their home after six months of program completion. 71% of youth served remained in their homes after a 12 month period. Reduction of new offenses committed fluctuated over several years between 50% and 60%. The majority of these offenses were misdemeanors responded to with community based sanctions and without escalation of court orders or placement. Demand has always exceeded

available space in this program due to the necessity of keeping the caseload size at 10 youth to 1 staff ratio.

Placement Aftercare addresses the period following reunification, which is very difficult for the child and family. Research shows that enhanced collaborative aftercare programs are more successful in maintaining the child at home. Staff works collaboratively with the family, mental health workers, school personnel, and community based resources to structure and implement a program that will help the ward adjust positively in the home and community. Research from the Santa Barbara County Probation Department's Challenge Grant I Aftercare Program shows that enhanced collaborative aftercare programs are more successful in maintaining the child at home. Data from this program also shows that those youth who completed a six-month aftercare intervention successfully committed fewer offenses, both felonies and misdemeanors than the historical comparison group. Forty-eight youth out of a group ninety-four successfully completed the intervention. Thirty-one of the successful completers had no new arrests during a six-month follow-up.

### **Program Objectives and Outcome Measures**

#### **State Objectives**

1. The rate of juvenile arrests per 100,000 population (there are no expected changes for this outcome);
2. The rate of successful completion of probation (there are no expected changes for this outcome);
3. The rate of successful of restitution and court-ordered community service responsibilities;
4. The rate of arrest, incarceration, and probation violation rates for the program participants; and
5. The quantification of the annual per capita costs of the program.

#### **Local Objectives**

1. The number of youth placed out of home (including detention, camp, hospital, foster home, etc.),
2. The rate of recidivism; and
3. Family assessment of functioning.

#### **Outcome Measures**

1. To maintain sixty percent of program participants in their homes for at least six months upon completion of the intervention, a rate comparable to current program participants,
2. To achieve a low recidivism rate of 35 percent for program youth, comparable to current program participants;
3. To reduce family disruption as measured by a pre- post-survey (instrument yet to be determined), and
4. To improve completion of community service and restitution requirements to 90 percent for program youth, comparable to current program participants.

### **Program Costs**

The estimated program costs are \$282,838.00. The anticipated number of youth to be served by this program is 90. The per capita cost is \$3,143.00 for approximately one year of service. This is a significant reduction in county costs, which can range up to \$5,000.00 per month for placements.

### **Implementation**

Since workload already exists, the program can start as staff are hired. This is estimated at 6 weeks from authorization. The six weeks will be used for recruitment and the required background investigation for probation officers.

## **6. COMMUNITY WEEKEND WORK PROGRAM**

### **Service Need**

Presently, many minors who have been declared Wards of the Court in San Mateo County under Section 602 of the Welfare and Institutions Code are committed to the Juvenile Hall for either a consecutive term of incarceration or a series of weekends. For those minors committed for a series of weekends, a possible alternative sanction is the Community Weekend Work Program. This program, however, has a limited capacity which has caused extended delays in individuals being able to start their service hours. There is a direct relationship in how effective a sanction is in its proximity to the criminal event, the closer the more effective. The delays, therefore, have resulted in the Weekend Work Program being less effective than it could be.

The limited capacity has also restricted the graduated use of sanctions. A larger capacity for this program would allow the court and the probation officer a wider range of tools with which to deal with recalcitrant minors before moving to incarceration.

During calendar year, 2000, the Juvenile Hall has been out of compliance every weekend due, in part, to an average of 48 minors serving time in the Juvenile Hall each weekend. In addition, 40 to 50 % of the total Juvenile Hall population are minors who are serving extended terms of consecutive days of therapeutic detention.

By expanding the Community Weekend Work Program, the Juvenile Court Judge and probation officers would have access to an effective, more immediate sanction for many of those minors presently in the Juvenile Hall. In addition to the value of the minor being involved in a productive activity, they are able, by their own hands, to restore the community that they have wronged.

### **Target Population**

The program participants will range in age 12 to 18 years. They will be both male and female. They are wards who are ordered by the Court to complete between two to forty days of community service, generally in lieu of serving time in detention at Hillcrest Juvenile Hall.

### **Program Goals**

The expansion of this program will provide a cost-effective, alternative sanction and a positive rehabilitative environment for an additional 650 participants per year. The ultimate program goal is that through productive participation the youths will make significant life changes that lead to appropriate social behavior and restore the community.

### **Program Description**

The basic structure of the program is work crews of 10 to 15 youths that meet at various work sites throughout the county. A Juvenile Group Supervisor oversees the work activities, notes and grades general behavior by the participants, and maintains the safety of the work group and the

public. Tasks to be completed can take from several hours to several months. The Juvenile Group Supervisor also works collaboratively with the city or county official assigned to the work site.

The Community Weekend Work Program involves community work service and beautification projects such as landscaping, graffiti abatement, general clean-up, and painting and repair of public facilities (Developmental Assets Evaluation Criteria #7, 8, 9-Community Values/Youth as Resource/Service to Others). The projects teach the youth to work cooperatively with staff and other minors in order to successfully complete a task (Developmental Assets Evaluation Criteria #3, 14-Other Adult Relationships/Adult Role Models). In many cases, poor work and lack of enthusiasm give way to significant improvement in both attitude and effort over the course of a minor's commitment to the program. An integral component would be the inclusion of performance measures that not only measure successful program participation, but observe attitudinal change and benefit to the community.

**Collaboration and Integration with Service Partners**

The Community Weekend Work Program collaborates with many municipal and county agencies in the establishment of work sites. Currently there are approximately 21 work sites in operation from park maintenance, landscaping, graffiti abatement, general clean up, and painting and repair of public facilities. Collaborative partners include the City of South San Francisco, City of San Carlos, City of San Mateo, Burlingame Park and Recreation, Edgewood Park, Elkus Youth Ranch, EPA Gardens, Fitzgerald Marine Reserve, Flood Park, Golden Gate Cemetery, Graffiti Abatement, Half Moon Bay Beaches, Junipero Sierra Park, Quarry Park, San Bruno Graffiti, San Mateo Graffiti, San Pedro Park, Sawyer Camp Trail, and Skyline College

**Demonstrated Effectiveness**

The following table demonstrates effectiveness in the number of youths participating in and completing the program. Included in that is an indication of attitudinal development, since completion can be jeopardized by poor attitude scores.

1996/97	1997/98	1998/99	1999/2000
337 of 392	448 of 492	422 of 462	411 of 433
86%	91%	91%	93%

To have an average of 90% of the minors court ordered to serve weekends in the Community Weekend Work Program complete their weekends without being removed from the program is an outstanding record. Such a high percentage has reduced probation violations and new offense contacts with the juvenile justice system, since such behavior would result in their failing the program and an escalation within that system.

## **Program Objectives and Outcome Measures**

### **State Objectives**

1. The rate of juvenile arrests per 100,000 population (there are no expected changes for this outcome);
2. The rate of successful completion of probation (there are no expected changes for this outcome),
3. The rate of successful of restitution and court-ordered community service responsibilities;
4. The rate of arrest, incarceration, and probation violation rates for the program participants; and
5. The quantification of the annual per capita costs of the program as compared to the total probation costs of youth in comparison groups

### **Local Objectives**

1. The number of weekend juvenile hall commitments;
2. The rate of successful completion of community service; and
3. The total number of work service hours completed.

### **Outcome Measures**

1. To reduce the number of weekend juvenile hall commitments by 30 % from 433 to 303;
2. To increase the rate of successful completion of community service by two percent to 95 percent; and
3. To increase the total number of work service hours completed by 40 %, from 14,049 to last year to 19,669.

The program will also track:

1. The rate of new arrests for program participants,
2. The rate of probation violations for program participants;
3. The number of weekend commitments ordered by the court,
4. The number of days from court order to participation in weekend work program; and
5. The number of days completed before program failure

### **Program Costs**

The cost of the program expansion is \$308,234.00 The number of youth to be served by the expansion is 650, yielding a per capita cost of \$474.00

### **Implementation**

In anticipation of receiving this grant, the manager in charge of the program will develop additional work sites so they will be immediately available upon plan approval and the hiring of staff.

## 7. COURT/COMMUNITY SCHOOL COUNSELING

### Service Need

The program is designed to expand non-crisis counseling services to Court and Community School students. The facilities served will be Hillcrest Juvenile Hall School, Gateway Center and the three Regional Community School sites. An OJJDP Fact Sheet indicated that “mental health professionals believe, based on the limited data available, that a high percentage of these youth have alcohol, drug, and mental disorders. Without effective treatment, many will continue to engage in behaviors that endanger themselves and their communities, and some will not live to see their youthful potential fulfilled....Providing mental health services to this population is essential....Preliminary data from the baseline study of juvenile detainees show that two-thirds of the youth have one or more alcohol, drug, or mental disorder.”

### Target Population

The target group is 400 San Mateo County Court and Community school students. They will range in age 12 to 18 years.

### Program Goals

To improve resilience among Court and Community School students by offering specialized counseling which focuses on increasing the students' self-confidence, self-esteem and overall competence. To prevent delinquency, improve school attendance, reduce recidivism and improve anger management skills.

### Program Description

San Mateo County Mental Health Department serves the highest risk juveniles in the county as well as those high-risk youth involved in the juvenile justice system. While the probation youth in the court schools are often not experiencing serious crisis, they remain at risk for escalation in both systems. The Cleo Eulau Program provides the interim services needed for youth possibly prone to aggressive and violent behavior. Since the court schools do not have guidance counselors on staff, the interns are available to provide brief therapy for typical adolescents' emotional problems and intervene when necessary.

The participants self refer by a request to be in counseling. They can also be referred by a teacher, aide or group supervisor, but that referral must be accepted, validated by the program participant. The operation of this program is twofold. First, to provide a much needed support service to at-risk students in order to create the power of hope. This hope is fostered by our common knowledge of the factors that boost (student) resilience. Through this knowledge, staff have been able to offer a very specialized type of counseling program, immediate and brief, that focuses on increasing the students' self-confidence, self-esteem and overall competence. Secondly, through the counseling process Delinquency Prevention is likely to occur. Currently, students are receiving two 45-minute counseling sessions per week. Sessions can be either one-on-one or group.



Pre-post assessment of Court/Community School students receiving counseling services over a period of six or more months will evidence increases in school attendance as measured by teacher records, reduced recidivism as measured by probation department records, improved anger management as assessed by the classroom teacher and reported by the student, overall competence as measured by teacher records of academic progress, and increased self-confidence and self-esteem as measured by an instrument generally recognized as valid and reliable by the counseling community

### **Collaboration and Integration with Service Partners**

A collaborative program between SMCOE (San Mateo County Office of Education)-Court and Community Schools, Cleo Eulau Center, Wright Graduate School of Psychology, San Mateo County Probation Department, and San Mateo County Mental Health to provide mental health counseling to at-risk students.

### **Demonstrated Effectiveness**

This collaborative counseling program was implemented in 1995. It has been expanding each year in order to serve the many mental health issues of our Probation students. The Principals of the schools in which counseling has taken place have observed the following results:

- Students develop improved decision making skills thus improving their classroom behavior, behavior in the home, and in the community.
- Students develop improved verbal communication skills enabling them to communicate positively with peers and adults
- Students develop problem solving skills and anger management skills that support improved communication.
- Students develop coping skills for the stresses of issues which can include; grief/loss, abusive relationships, parental substance abuse, and incarceration.
- Student's self-concept improves as a result of acquiring and applying the above skills.

### **Program Objectives and Outcome Measures**

#### **State Objectives**

1. The rate of juvenile arrests per 100,000 population (there are no expected changes for this outcome);
2. The rate of successful completion of probation (there are no expected changes for this outcome),
3. The rate of successful of restitution and court-ordered community service responsibilities (there are no expected changes for this outcome),
4. The rate of arrest, incarceration, and probation violation rates for the program participants, and
5. The quantification of the annual per capita costs of the program.

#### **Local Objectives**

1. The number of school days attended,

2. School grades; and
3. Self-reported measures of worth and behavior.

### **Outcome Measures**

1. To increase the percent of days attended between the six months before and after receiving services by five percent, as measured by school records;
2. To improve school grades (with a yet to be determined instrument);and
3. To improve measures of mental health (self-report, with a yet to be determined instrument).

The program will also track:  
Youth satisfaction with services

### **Program Costs**

The program will require the services of 10 to 12 counseling interns at the rate of 100-120 hours per week. The Wright Graduate school of Psychology will donate this service. A Licensed Clinical Social Worker will supervise the program at the rate of 640 hours per year with a salary and benefit cost (plus supplies) of \$36,069. That places the per capita cost at \$90.00.

### **Implementation**

The expansion is planned to begin July 1, 2001.

## 8. LITERACY/NUMERACY INSTRUCTION AND LEARNING

### Service Need

A disproportionate number of Court and Community School students are deficient in reading and mathematics concepts and skills. Research shows the relationship between phonemic and morphemic awareness and success in reading. Students in the Court and Community School programs who have experienced high rates of academic failure generally have not mastered basic phonemic and morphemic understanding. Similarly, such students are lacking in basic mathematics concepts and basic skills. This condition promotes low self-concept of academic ability, placing the student in a downward spiral academically and contributing to truancy and 'drop-out

### Target Population

The target group is 650 San Mateo County Court and Community school students. They will range in age from 12 to 18 years. They will have been identified as having significant discrepancies between chronological age and performance. The benchmark will be performing 2 years below grade level.

### Program Goals

The program's goal is to raise the students' self-concept of academic ability by increasing their proficiency level in reading and mathematics.

An additional benefit of the program will be to improve the classroom teachers' ability to diagnose students who are significantly deficient in reading and mathematics skills and concepts. Also, teachers receiving literacy/numeracy coaching for a period of one year will report growth in their ability to provide effective instruction in reading and mathematics skills and concepts to enrolled students.

### Program Description

Upon entrance into the Court/Community School program, students will be given a comprehensive assessment of reading and math skills and concepts. The baseline data will be compared with end-of-year assessment data to determine the rate of skill and concept improvement. The specialized materials, appropriate to students' proficiency levels, will be identified to address assessed deficiencies. Identified students will receive intensive instruction (approximately 1 hour per week) in a small group setting of approximately eight students to one teacher.

The Literacy and Numeracy teachers will provide on-going coaching of regular classroom teachers in techniques of diagnosis and instruction of identified students in order to build capacity to provide remedial reading and mathematics instruction effectively in the regular classroom setting.

## **Collaboration and Integration with Service Partners**

The Court and Community schools are the collaborative efforts of the County Office of Education, Probation Department, and Cleo Eulau counseling services (see program 7 ) The relationship between probation and schools has existed for many years and the work has been reliable and effective.

### **Demonstrated Effectiveness**

A number of studies (Brookerover, et. al., Peterson, Mehl) have confirmed the relationship between self-concept of academic ability and academic performance Coppersmith, for example, found a significant correlation ( $r = .36, p < .01$ ) between self-esteem as measured by the Self-Esteem Behavior Rating Form and scores of fifth and sixth grade students on the Iowa Achievement Test. A chi square analysis of the data showed a significant tendency ( $X^2 = 5.1$ , significant beyond the .05 level) for students above or below the median in measured self-esteem to be likewise above or below the class medians in academic success.

Adams (1990) has found that nearly all reading-disabled students are deficient in phonological awareness. Further, understanding of the morphemic structure of words is necessary for students to progress to more advanced stages of reading (Henry 1993, Moats and Smith 1992).

### **Program Objectives and Outcome Measures**

#### **State Objectives**

1. The rate of juvenile arrests per 100,000 population (there are no expected changes for this outcome);
2. The rate of successful completion of probation (there are no expected changes for this outcome);
3. The rate of successful of restitution and court-ordered community service responsibilities (there are no expected changes for this outcome),
4. The rate of arrest, incarceration, and probation violation rates for the program participants (there are no expected changes for this outcome), and
5. The quantification of the annual per capita costs of the program

#### **Local Objectives**

1. The number of students receiving specialized instruction, and
2. Reading and math performance

#### **Outcome Measures**

1. To increase the number of students who have received or who are receiving specialized instruction from 0 to 650; and
2. To increase performance on a pre- and post-test standardized educational assessment tool (instrument to be determined)

The program will also track  
Youth satisfaction with services

### **Program Costs**

The program will use the services of 2 full time literacy/numeracy coaches. Salaries, benefits and testing supplies put the program costs at \$137,000.00. The program anticipates serving 650 students at a per capita cost of \$211.00.

### **Implementation**

The anticipated implementation date is September of 2001.

# **Appendix 1:**

## **Juvenile Justice Programs Proposed for Crime Prevention Act 2000 Funding, Prioritized**

CPA 2000 PROJECTED PROGRAM COSTS		
PROGRAM	PRIORITY	COST
JUVENILE ASSESSMENT AND REFFERAL CENTER	1	\$440,551.00
YOUTH AND FAMILY RESOURCE CENTER	2	\$830,329.00
AFTER SCHOOL HOMEWORK CENTERS	3	\$399,873.00
ACCELERATED RESOURCE CENTER EXPANSION	4	\$132,025.00
CROSSROAD/INTENSIVE INTERVENTION PROG	5	\$282,838.00
COMMUNITY WEEKEND WORK EXPANSION	6	\$308,234.00
COURT/COMMUNITY SCHOOLS COUNSELING	7	\$36,069.00
LITERACY/ NUMERACY INSTRUCTION AND LEARNING	8	\$137,000.00
TOTAL		\$2,566,919.00
ADMINISTRATION		\$12,430.00
CPA 2000 REQUEST		\$2,579,349.00
CPA 2000 ALLOTMENT		\$2,579,349.00

## **Appendix 2:**

### **Program Cost Estimates For Crime Prevention Act 2000 funding**



**SAN MATEO COUNTY**  
**PROGRAM COST ESTIMATE**  
**FISCAL YEAR 2001/2002**

<b>PROGRAM NAME/ STAFF POSITIONS</b>	<b>SALARIES &amp; BENEFITS*</b>	<b>OPERATING COSTS</b>	<b>STARTUP COSTS</b>	<b>TOTAL</b>
<b>Juvenile Hall Assessment Center</b>				
1.0 FTE Probation Services Manager	\$67,849.00			
1.0 FTE Deputy Probation Officer	\$58,560.00			
1.0 FTE Psychiatric Social Worker (Human Services)	\$44,521.00			
1.0 FTE Psychiatric Social Worker (Mental Health)	\$61,226.00			
0.5 PTE Nurse Practioner	\$32,450.00			
0.85 PTE Group Supervisor	\$41,124.00			
2x1.0 FTE Community Wrks	\$71,963.00			
1.0 FTE Legal Office Spec	\$42,858.00			
Facility preparation			\$20,000.00	
<b>SUBTOTAL</b>	<b>\$420,551.00</b>	<b>0</b>	<b>\$20,000.00</b>	<b>\$440,551.00</b>
<b>Youth and Family Resource Center</b>				
1 0 FTE Probation Services Manager	\$76,915.00			
2x1.0 FTE Deputy Probation Officers	\$118,867.00			
2x1.0 FTE Group Supervisors	\$88,789.00			
1.0 FTE Social Worker	\$56,336.00			
0.5 PTE Psychiatric Social Worker	\$32,121.00			
1.0 FTE Mental Health Therapist	\$67,757.00			
1.0 FTE Instructional Aide	\$25,947 00			
1.0 FTE Legal Office Spec	\$43,572 00			
Facility Rental/supplies		\$177,025 00		
Contract with CBO		\$120,000 00		
Presentational video			\$23,000.00	
<b>SUBTOTAL</b>	<b>\$510,304 00</b>	<b>\$297,025.00</b>	<b>\$23,000.00</b>	<b>\$830,329 00</b>

<b>Afterschool Homework Centers</b>				
Contract services w/ Elementary Schools		\$399,873.00		
SUBTOTAL	0	\$399,873.00	0	\$399,873 00
<b>PROP/ARC Expansion</b>				
Contract with CBO		\$100,000.00		
Van Lease		\$7,025.00		
Supplies/Expenses		\$25,000.00		
SUB TOTAL	0	\$132,025 00	0	\$132,025.00
<b>3 I Expansion</b>				
2x1.0 FTE Deputy Probation Officers	\$129,710.00			
2x1.0 FTE Psychiatric Social Worker IIs	\$127,053.00			
0.65 PTE Community Worker II	\$26,075.00			
SUBTOTAL	\$282,838.00	0	0	\$282,838.00
<b>Community Weekend Work Expansion</b>				
1.0 FTE Group Supervisor III	\$56,455 00			
1.0 FTE Group Supervisor II	\$51,088.00			
4x0.5 PTE Group Supervisors	\$91,300.00			
Van lease		\$43,200.00		
Equipment/supplies		\$60,191.00	\$6,000.00	
SUBTOTAL	\$198,843.00	\$103,391.00	\$6,000.00	\$308,234.00
<b>Court/Community School Counseling</b>				
1.0 FTE Licensed Clinical Social Worker 640 hrs @ \$30.00p/h	\$21,480 00			
Supplies/materials		\$14,589.00		
SUBTOTAL	\$21,480 00	\$14,589 00	0	\$36,069 00
<b>Court/Community School Counseling</b>				
2x1 0 FTE	\$136,000 00			

Literacy/Numaeracy Coaches				
Testing/Instructional Materials		\$1,000 00		
SUBTOTAL	\$136,000.00	\$1,000.00	0	\$137,000.00
		<b>TOTAL PROGRAM COSTS</b>		\$2,566,919.00
		<b>ADMINISTRATION COSTS</b>		\$12,430.00
		<b>TOTAL</b>		\$2,579,349.00
		<b>CPA 2000 AWARD</b>		\$2,579,349.00

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\*Most salaries and benefits reduce by either 20% or 25% to indicate anticipated salary savings on hiring personnel. The program sponsors are aware that should CPA funding be the same next year that they will need to absorb these costs or modify their budget. Some may be offset by startup costs being eliminated.

## **Appendix 3:**

### **San Mateo County Youth Services Directory 2000**

**EMERGENCY CALLS FOR FIRE,  
POLICE, AND AMBULANCE SERVICES, CALL 911**

**ALCOHOL & DRUG HELPLINE** 573 3950

**CALIFORNIA YOUTH CRISIS LINE** 800 843 5200  
Counseling, youth to parent message service, phone connections  
to service providers

**CENTER FOR DOMESTIC VIOLENCE  
PREVENTION** 312 8515  
Hotline and emergency shelter for battered women and their  
children

**CHILDREN AND FAMILY SERVICES** 800 632-4615  
**SAN MATEO COUNTY HUMAN SERVICES AGENCY**  
For youth age 17 or under in danger due to abuse, abandonment  
or exploitation

**CRISIS INTERVENTION & SUICIDE PREVENTION CENTER**  
Coastside 726 6655  
Daly City through San Mateo 692 6655  
Belmont through Palo Alto 368 6655

**NATIONAL AIDS HOTLINE** 800 342 AIDS  
**SPANISH** 800 344-SIDA

**PSYCHIATRIC EMERGENCY SERVICES** 573 2662  
**SAN MATEO COUNTY HEALTH SERVICES AGENCY**

**POISON CONTROL SYSTEM** 800 876-4766  
Emergency treatment recommendations and referrals for drug  
overdose or poisoning

**RAPE TRAUMA SERVICES** 692 7273  
Counseling, referral advocacy

**SAN MATEO COUNTY HEALTH CENTER  
SEXUAL ASSAULT TRAUMA CENTER** 573 2671  
222 39th Ave., San Mateo 94403  
Medical examination and treatment

**SOR JUANA INES SERVICES FOR  
ABUSED WOMEN** 800 300 1080  
English/Spanish hotline

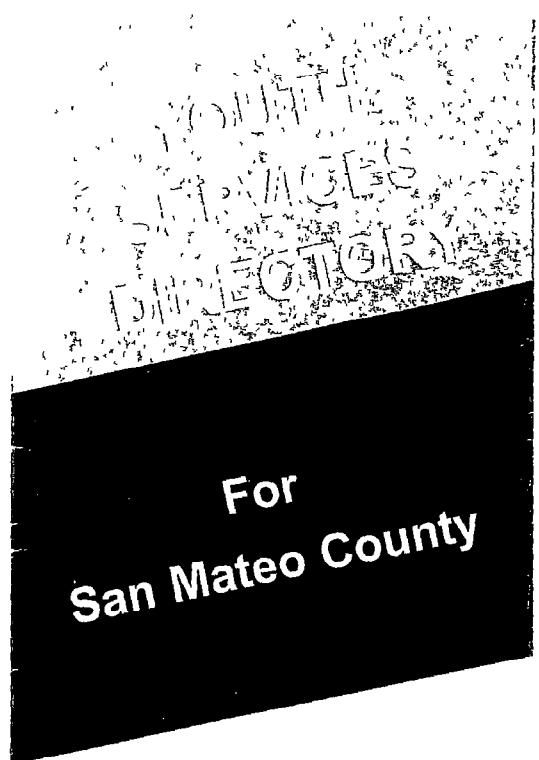
**STD HOTLINE** 800 227 8922

**YOUR HOUSE SOUTH** 367 9687  
24 hour hotline for youth experiencing family problems

Produced by  
Peninsula Library System  
Community Information Program

Funded by  
San Mateo County Human Services Agency

2000



- [ ] BASIC NEEDS
- [ ] CHILD CARE/TEENAGE PARENTING
- [ ] COUNSELING
- [ ] DRUG & ALCOHOL ABUSE
- [ ] EDUCATION
- [ ] EMERGENCY HOUSING
- [ ] EMPLOYMENT
- [ ] FAMILY PLANNING/PREGNANCY
- [ ] FOR TEENS WITH DISABILITIES
- [ ] HEALTH
- [ ] LEGAL STATUS/EMANCIPATION
- [ ] RECREATION/FREE TIME ALTERNATIVES
- [ ] TRANSPORTATION
- [ ] VIOLENCE/SEXUAL ABUSE
- [ ] YOUTH DEVELOPMENT/MENTORING

**AL ANON (mid Peninsula)** 592 7935  
**AL ANON (north county)** 873 2356  
**NAR ANON** 321 2334  
Support for anyone who is affected by a parent's or friend's drug  
or alcohol abuse

**CATHOLIC CHARITIES** 295 2160  
36 37th Ave., San Mateo 94403  
For all persons regardless of religion

**CHILDREN'S PLACE PROGRAM** 261 3963  
650 Main St., Redwood City 94063  
For age 14 or under, living in a substance abusing family

**CRISIS INTERVENTION & SUICIDE PREVENTION  
COUNSELING SERVICES** 692-6662  
1860 El Camino Real, Burlingame 94010

**FAMILY & COMMUNITY ENRICHMENT SERVICES** 591 9623  
610 Elm St., #212, San Carlos 94070  
Counseling for age 3-18 and parents

**FAMILY SERVICE AGENCY  
OF SAN MATEO COUNTY** 692-0555  
1870 El Camino Real, Burlingame 94010  
707 Bradford St., Redwood City 94063 365 2284  
Counseling, support groups on anger management, parenting,  
child abuse, domestic violence

**FAMILY SERVICE MID PENINSULA  
TEEN LINE** 327 TEEN  
Telephone counseling for teens having problems with family and  
peer pressure, school, or any other stressful event  
Daily, 9 am-12 midnight

**FREE AT LAST** 462-6999  
1796 Bay Road, East Palo Alto 94303  
U Turn Intervention Program works to help youth achieve  
education and employment goals

**JEWISH FAMILY & CHILDREN'S SERVICES** 591-8991  
490 El Camino Real, Belmont 94002  
For all persons regardless of religion

These agencies can give you information on services in the  
community, and help you locate food, clothing, and shelter in an  
emergency

**CALL PRIMROSE CENTER** 342 CALL  
139 Primrose Rd., Burlingame 94010

**COASTSIDE OPPORTUNITY CENTER** 726 9071  
99 Avenue Alhambra, El Granada 94018

**DALY CITY COMMUNITY SERVICE CENTER** 991 8007  
350 90th St., Daly City 94015

**FAIR OAKS COMMUNITY CENTER** 780 7500  
2600 Middlefield Road, Redwood City 94063

**DALY CITY YOUTH HEALTH CENTER** 991 2240  
 2778 2780 Junipero Serra Blvd Daly City 94015  
 Physical exams treatment of minor injuries or illnesses, pregnancy exams STD testing and treatment, family planning  
 Counseling, career advice, parenting classes For age 17 or under, living in Brisbane, Colma Daly City, and Pacifica

**REDWOOD CITY YOUTH HEALTH CENTER** 366-2927  
 630 Laurel St., Redwood City 94063  
 Primary care immunizations, pregnancy testing, STD testing and treatment Psychosocial counseling, recreational activities Bilingual (English/Spanish) For youth age 12-21

**PLANNED PARENTHOOD** 800 967 7526  
 2211 Palm Ave San Mateo 94403  
 Family planning services for women age 12 or over, family medical care for women age 14 or over Pregnancy testing and counseling, abortion, counseling, STD exams and treatment STD treatment, contraceptive information testicular cancer screening for men

**SAN MATEO COUNTY HEALTH SERVICES CLINICS**

**AIDS PROGRAM CLINIC** 573 2385  
 227 39th Ave., San Mateo 94403

**BELLE HAVEN COMMUNITY HEALTH CLINIC** 321 0980  
 100 Terminal Ave Menlo Park 94025

**COASTSIDE HEALTH CENTER** 573 3911  
 225 S Cabrillo Hwy, Half Moon Bay 94019

**FAIR OAKS FAMILY HEALTH CENTER** 364 6010  
 2710 Middlefield Road, Redwood City 94063

**GARFIELD HEALTH SERVICES** 568 9116  
 3800 Middlefield Road Menlo Park 94025

**MOBILE CLINIC** 573 2786  
 Call for scheduled stops

**NORTH COUNTY HEALTH CENTER** 301 8600  
 380 90th St Daly City 94015

**SOUTH SAN FRANCISCO HEALTH CENTER** 877 7070  
 308 Spruce St South San Francisco 94080

**TAFT SCHOOL HEALTH SERVICES** 387-4390  
 903 10th Ave., Redwood City 94063

**39TH AVENUE HEALTH CLINICS** 573-3434  
 222 39th Ave., San Mateo 94063

**WILLOW CLINIC** 599-3890  
 795 Willow Road, Menlo Park 94025

**SMOKERS' HELPLINE** 800 NOBUTTS  
 For anyone wanting to quit smoking

**TEEN HEALTH RESOURCE LINE** 888 711 TEEN  
**LUCILE SALTER PACKARD CHILDREN'S HOSPITAL**  
 Fast and confidential answers to your health questions from registered nurses

**ALCOHOL AND DRUG HELPLINE** 573-3950  
 24 hour line giving referrals to substance abuse services

**ADOLESCENT COUNSELING SERVICES** 424-0852  
 843 Ralston Ave., Belmont 94002  
 Outpatient treatment

**ALCOHOLICS ANONYMOUS** 342 2615  
 Peer support to stop drinking

**AL ANON (mid Peninsula)** 592 7935  
**AL ANON (north county)** 873 2356  
 Group support for anyone who is affected by a parent's or friend's alcohol abuse

**ARCHWAY** 366-8433  
 609 Price Ave., #201, Redwood City 94063  
 Counseling and support for children from chemically dependent families

**CHILDREN'S PLACE PROGRAM** 261-3963  
 650 Main St., Redwood City 94063  
 For age 14 or under, living in a substance abusing family

**COCAINE HOTLINE** 800-COCAINE

**DAYTOP VILLAGE** 367 9030  
 621 Woodside Road, Redwood City 94061  
 Residential treatment including specialized women's program for youth age 13-17

**FREE AT LAST** 462 6999  
 1798 Bay Road, East Palo Alto 94303  
 Prevention programs, day and residential treatment

**EMERGENCY HOUSING**

**CATHOLIC WORKER HOUSE** 366 4415  
 545 Cassia St Redwood City 94063  
 Short term housing for age 15-18

**CENTER FOR DOMESTIC VIOLENCE PREVENTION** 312-8515  
 P O Box 5090, San Mateo 94402  
 Housing and counseling for women and children fleeing domestic violence

**CHILDREN'S SEXUAL ABUSE PREVENTION**

**BARRIOS UNIDOS** 373 1088  
 1410 Burlingame Ave., Suite U, Burlingame 94010  
 Gang prevention programs for youth age 6-25

**CENTER FOR DOMESTIC VIOLENCE PREVENTION** 312 8515  
 P O Box 5090, San Mateo 94402  
 Counseling, support groups, batterers' treatment group

**CHILD ABUSE PREVENTION CENTER** 562-0730  
 400 Convention Way, #200, Redwood City 94063  
 Education and training for prevention of child abuse for all age groups

**FAMILY SERVICE AGENCY OF SAN MATEO COUNTY**  
**CHILD ABUSE TREATMENT SERVICES** 692-0555  
 1870 El Camino Real Burlingame 94010  
 Support and counseling for individuals who have been abused as children and for families in which child abuse and/or domestic violence has occurred

**NORTH PENINSULA FAMILY ALTERNATIVES**  
**JUVENILE SEXUAL RESPONSIBILITY PROGRAM** 877 8642  
 Works with boys age 12-18 with a history of perpetrating sexual abuse

**INSIGHTS**  
 Structured recovery program  
 1860 El Camino Real, Burlingame 94010 692 9300  
 85 Washington St., Daly City 94014 755-0585  
 809 Price Ave., #106, Redwood City 94063 366 8408

**NAR ANON** 321 2334  
 Group support for anyone who is affected by a parent's or friend's drug abuse

**NEW PERSPECTIVES** 321 1013  
 School-based prevention programs for East Palo Alto youth in grades 5-12

**PROJECT HORIZONS PROYECTO HORIZONTES** 879 0013  
 P O Box 525, Pescadero 94060  
 Prevention program aimed at minority teens

**PROJECT 90** 579-7881  
 720 South B St., San Mateo 94401  
 Mentoring program for young men age 13-18 who are using drugs or alcohol or at risk Safe residence for adolescent males age 13-17

**PYRAMID ALTERNATIVES** 355-8787  
 480 Manor Plaza, Pacifica 94044  
 Counseling, support groups for individuals of all ages, couples, groups

**WOMEN'S RECOVERY ASSN** 348-6603  
**ASTER PROGRAM**  
 1450 Chapin, 1st Floor, Burlingame 94010  
 Prevention, early intervention and counseling for teen girls

**EMERGENCY HOUSING**

**DAYBREAK** 367 9587  
 639 Douglas Ave., Redwood City 94063  
 For homeless teens age 16-19

**SAN MATEO COUNTY HUMAN SERVICES AGENCY**  
**CHILDREN AND FAMILY SERVICES**  
 (24 HOURS) 800-632-4615  
 400 Harbor Blvd., Belmont 84002  
 Emergency aid, shelter, counseling

**CHILDREN'S SEXUAL ABUSE PREVENTION**

**PENINSULA CONFLICT RESOLUTION CENTER** 373-3490  
 520 S El Camino Real, #840, San Mateo 94402  
 Conflict resolution training for students, parents, and teachers in preschool through high school.

**RAPE TRAUMA SERVICES** 692 RAPE  
 1860 El Camino Real, #301, Burlingame 94010  
 24 hour crisis counseling, survivor support groups

**SEXUAL ASSAULT TRAUMA CENTER** 573 2871  
**SAN MATEO COUNTY HEALTH CENTER**  
 222 39th Ave., San Mateo 94403  
 Medical examination and treatment

**SOR JUANA INES SERVICES FOR ABUSED WOMEN** 800 300 1080  
 24 hour Spanish/English hotline for women who have been abused Offers counseling, support groups, legal assistance with family law issues

**YOUTH & FAMILY ASSISTANCE**  
**CENTER FOR ABUSE PREVENTION** 366 8416  
 609 Price Ave., #108 Redwood City 94063  
 Prevention education to help children and adults recognize and deal with potentially abusive situations

**PLANNED PARENTHOOD**  
 Family planning services for women age 12 or over family medical care for women age 14 or over Pregnancy testing and counseling, abortion, counseling, STD exams and treatment STD treatment, contraceptive information, testicular cancer screening for men Family life skills education for teens  
 2211 Palm Ave., San Mateo 94403 800 967 7526  
 219 Southgate Ave., Daly City 94015 891 3092  
 1230 Hopkins Ave., Redwood City 94062 367 0638

**PRENATAL ADVANTAGE**  
**BLACK INFANT HEALTH PROJECT** 363 7850  
 2415 University Ave., 2nd Floor, East Palo Alto 94303  
 Perinatal health education and parenting classes, case management, support groups for mothers and fathers

**PREGNANCY CARE CENTERS** 595 3515  
 1650 Laurel St., San Carlos 94070  
 Support and assistance to women experiencing an unplanned pregnancy Offers pregnancy testing, counseling on alternatives to abortion, maternity and baby clothes

**DALY CITY YOUTH HEALTH CENTER** 991 2240  
 2778 2780 Junipero Serra Blvd., Daly City 94015  
 Physicals and pregnancy exams, STD testing and treatment, contraceptives, parenting classes For age 17 or under, living in Brisbane, Colma, Daly City, and Pacifica

**REDWOOD CITY YOUTH HEALTH CENTER** 366 2927  
 630 Laurel St., Redwood City 94063  
 Medical care and counseling, pregnancy testing STD testing and treatment Bilingual (English/Spanish) For youth age 12-21

**EAST PALO ALTO TEEN HOME** 324 8487  
 2265 Oakwood Dr., East Palo Alto 94303  
 For teen mothers age 12-17

**SCHOOL AGE MOTHERS' PROGRAMS** Educational and counseling programs are available through the high school districts See EDUCATION for district offices

For additional parenting resources, see CHILD CARE/TEEN PARENTING

**CHILDREN'S SEXUAL ABUSE PREVENTION**

**ADOLESCENT FAMILY LIFE PROGRAM** 573 2501  
 225 37th Ave., San Mateo 94403  
 Support for pregnant and parenting teens

**CHILD CARE COORDINATING COUNCIL** 695-8787  
 700 S Claremont St., #107 San Mateo 94402  
 Referrals for licensed child care, infant care, preschools

**FAMILY SERVICE AGENCY OF SAN MATEO COUNTY**  
 1870 El Camino Real, Burlingame 94010 692 0555  
 707 Bradford St., Redwood City 94063 365 2284  
 Offers infant and child care in several locations

**JEWISH FAMILY & CHILDREN'S SERVICES** 591 8991  
 490 El Camino Real Belmont 94010  
 Parents' Place offers counseling, support groups, workshops

**PRENATAL TO THREE INITIATIVE** 888 840 0889  
 225 37th Ave., San Mateo 94403  
 Offers nutrition and health education assessment and intervention to Medi Cal recipients with children age 3 or under

**YOUNG FATHERS' GROUP**  
**DALY CITY YOUTH HEALTH CENTER** 991 2240  
 2778 2780 Junipero Serra Blvd., Daly City 94015  
 Provides support, parent education, activities for teen dad and child

Check listings under FAMILY PLAN, PREGNANCY for additional parenting classes

# EDUCATION EMPLOYMENT RECREATION

## EDUCATION

**SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT**  
 3401 CSM Dr., San Mateo 94402 574 6550  
**CANADA COLLEGE** 306 3100  
 4200 Farm Hill Blvd., Redwood City 94061  
**COLLEGE OF SAN MATEO** 574 6161  
 1700 W. Hillsdale Blvd., San Mateo 94402  
**SKYLINE COLLEGE** 738-4100  
 9300 College Dr. San Bruno 94066

**SAN MATEO COUNTY OFFICE OF EDUCATION** 802 5300  
 101 Twin Dolphin Dr., Redwood City 94065  
 Call for information on laws regarding attendance, special education, and vocational programs as well as for listings of public and private schools  
 Special Education Services 802 5460  
 Regional Occupational Program 802 5400  
 Instructional Services 802 5311

**HIGH SCHOOL DISTRICTS**  
 Call for information on vocational classes, GED preparation and exams, and English as a Second Language classes

**CABRILLO UNIFIED DISTRICT** 712 7100  
 498 Kelly Ave., Half Moon Bay 94014  
 Schools: Half Moon Bay, Pillaritos/Alternativa  
**JEFFERSON UNION DISTRICT** 756 0300  
 699 Serramonte Blvd. #100, Daly City 94015  
 Schools: Jefferson, Oceana Terra Nova Westmoor Thornton  
**LA HONDA PESCADERO UNIFIED DISTRICT** 879-0286  
 620 North St., Pescadero 94060  
 Schools: Pescadero  
**SAN MATEO UNION DISTRICT** 762 0200  
 650 N. Delaware St. San Mateo 94401  
 Schools: Aragon, Burlingame, Capuchino, Hillsdale, Middle College, Mills, San Mateo Peninsula  
**SEQUOIA UNION DISTRICT** 369 1411  
 480 James Ave., Redwood City 94062  
 Schools: Carlmont, Menlo Atherton, Sequoia, Woodside, Redwood  
**SOUTH SAN FRANCISCO UNIFIED DISTRICT** 877 8700  
 398 B St., South San Francisco 94080  
 Schools: El Camino, South San Francisco, Baden

**ADULT SCHOOLS** Literacy, citizenship, English as a Second Language, occupational recreational, and degree courses Call the district offices above for information

**LIBRARIES** Refer to the telephone directory Government pages under each city or the Yellow pages under Libraries Public

**TUTORING AND LITERACY** Call your nearest library or Boys & Girls Club for information on tutoring and homework assistance programs in your area

See also **EMPLOYMENT** for vocational education programs

## EMPLOYMENT

**APPRENTICESHIP STANDARDS DIVISION**  
 CALIFORNIA DEPT. OF INDUSTRIAL RELATIONS 408 277 1273  
 100 Paseo de San Antonio, R 125, San Jose 95113  
 Organizes apprenticeship programs for a variety of trades

**CALIFORNIA CONSERVATION CORPS** 800 952-JOBS  
 Training and employment for youth age 16-23 at locations throughout California

**OICW** 322 8431  
 1200 O'Brien Dr. Menlo Park 94025  
 Job training and placement ESL GED classes After school job skills classes, teen entrepreneurship program and summer work internships for teens

**PENINSULAWORKS ONE STOP CENTERS**  
 Career information, guidance and training

## RECREATION / FREE TIME ALTERNATIVES

Call one of the following offices for information on sports, recreation, and social activities for all ages. Many cities have separate teen centers

**BELMONT PARKS & LEISURE SERVICES** 595 7441  
 1225 Ralston Ave. 94002

**BRISBANE RECREATION DEPT** 415-467 6330  
 50 Park Lane 94005

**BURLINGAME PARKS & RECREATION DEPT** 558-7300  
 850 Burlingame Ave. 94010

**DALY CITY PARKS & RECREATION DEPT** 991 8001  
 111 Lake Merced Blvd. 94015

**EAST PALO ALTO COMMUNITY SERVICES DEPT** 853 3140  
 2415 University Ave. 94303

**FOSTER CITY RECREATION DEPT** 286 3380  
 650 Shell Blvd. 94404

**HALF MOON BAY PARKS & RECREATION DEPT** 726 8297  
 535 Kelly Ave. 94019

**HILLSBOROUGH RECREATION DEPT** 342 5438  
 2600 Ralston Ave. 94010

**MENLO PARK PARKS & COMMUNITY SERVICES** 858 3470  
 700 Alma St. 94025

**MILLBRAE PARKS & RECREATION DEPT** 259 2360  
 477 Lincoln Circle 94030

**PACIFICA PARKS, BEACHES & RECREATION DEPT** 738 7381  
 170 Santa Maria Ave. 94044

**REDWOOD CITY PARKS & RECREATION DEPT** 780 7250  
 1400 Roosevelt Ave. 94061

**SAN BRUNO PARKS & RECREATION DEPT** 616 7180  
 567 El Camino Real 94066

**SAN CARLOS PARKS & RECREATION DEPT** 802 4286  
 600 Elm St. 94070

**SAN MATEO CITY PARK & RECREATION DEPT** 522 7400  
 330 W. 20th Ave. 94403

**SOUTH SAN FRANCISCO PARKS & RECREATION DEPT** 829 3800  
 33 Arroyo Dr. 94080

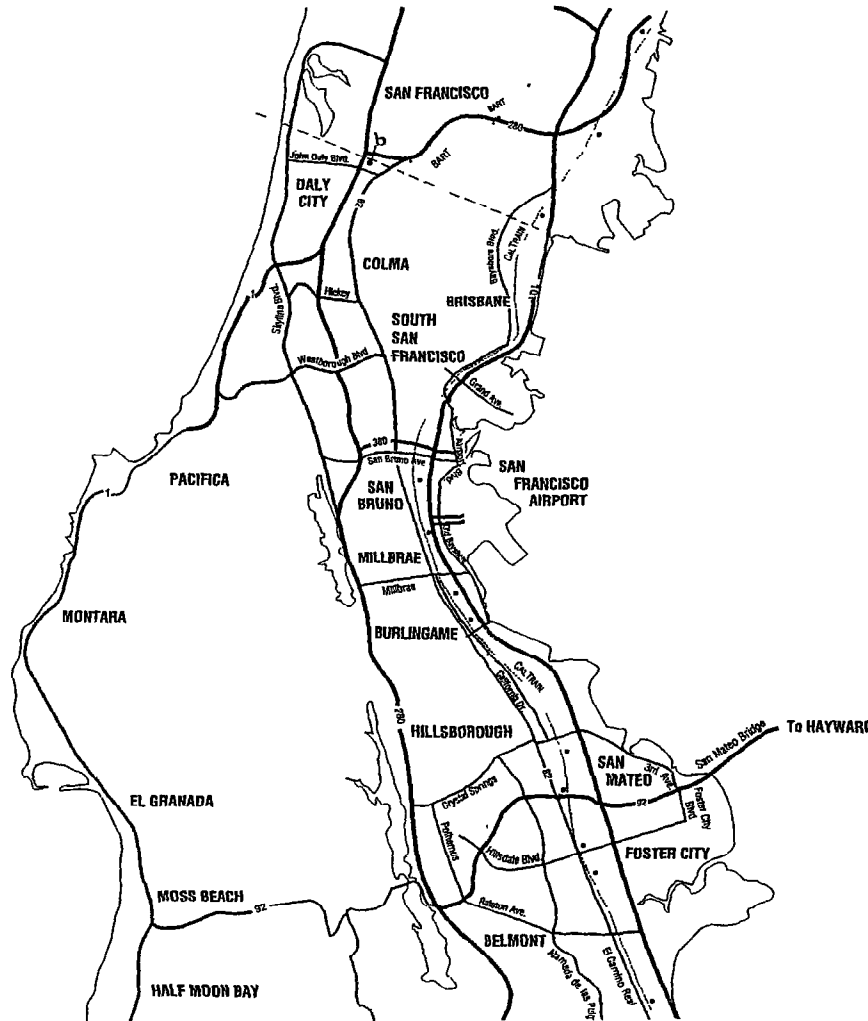
**PENINSULA JEWISH COMMUNITY CENTER** 591 4438  
 2440 Carlmont Dr., Belmont 94002

Recreational, social, cultural, and educational activities

**PLUGGED IN** 322 1134  
 2115 University Ave., East Palo Alto 94303  
 Workshops and instruction in computers

**SAFE RIDES** 888 550 RIDE  
 A safe ride home on weekend nights for any student who is not in a condition to drive or who wants to avoid being a passenger in an unsafe situation

**YMCA**  
 Sequoia Branch 368 4168  
 1445 Hudson St., Redwood City 94061  
 Peninsula Family YMCA 286 9622  
 1877 Grant St. San Mateo 94402



211 92nd St., Daly City 94015 301 9440  
 550 Quarry Road, San Carlos 94070 596 1035  
 2500 Middlefield Road,  
 Redwood City 94063 367 0190  
 1200 O'Brien Dr., Menlo Park 94025 833 4906

**PLUGGED IN** 322 1134  
 2115 University Ave., East Palo Alto 94303  
 Trains teenagers in the latest web design technology

**SAN MATEO COUNTY OFFICE OF EDUCATION**  
**REGIONAL OCCUPATIONAL PROGRAM (ROP)** 599 2713  
 101 Twin Dolphin Dr., Redwood City 94065  
 Technical and career education courses for age 16 or over. Job training, counseling, and placement services for students and out of work youth and adults

**LEGAL AID SOCIETY** 800 381 8898

521 E 5th Ave., San Mateo 94402  
 Teen Parent Project works with low income teen parents on paternity, domestic violence issues, benefits, and support

**EAST PALO ALTO COMMUNITY LAW PROJECT** 853 1600  
 1395 Bay Road, East Palo Alto 94303  
 Free legal services to East Palo Alto and east Menlo Park residents for issues including special education, school expulsion, and guardianship

**SAN MATEO COUNTY PROBATION DEPT**  
**JUVENILE SERVICES** 312 8816  
 21 Tower Road, San Mateo 94402  
 Information regarding the juvenile justice system

**SUPERIOR COURT FAMILY COURT SERVICES** 363 4561  
 400 County Center, Redwood City 94063  
 Can advise on under age marriage consent, child custody issues, emancipation

**JUVENILE BRANCH** 312 5355  
 21 Tower Road, San Mateo 94402  
 Handles criminal and traffic cases for children and adolescents age 17 or under

**IMMIGRANT ASSISTANCE LINE**  
 Spanish/English 415 543 6767  
 Chinese languages 415 543 6769  
 Vietnamese 415 543 6797

**AMERICAN CIVIL LIBERTIES UNION** 579 1789  
 P.O. Box 51, San Mateo 94401  
 Investigates violations of civil liberties in schools

**FOR TEENS WITH DISABILITIES**

**ACHIEVE** 494 1200  
 3860 Middlefield Road, Palo Alto 94303  
 Educational and therapeutic services to children and young adults with emotional, behavioral, and developmental difficulties

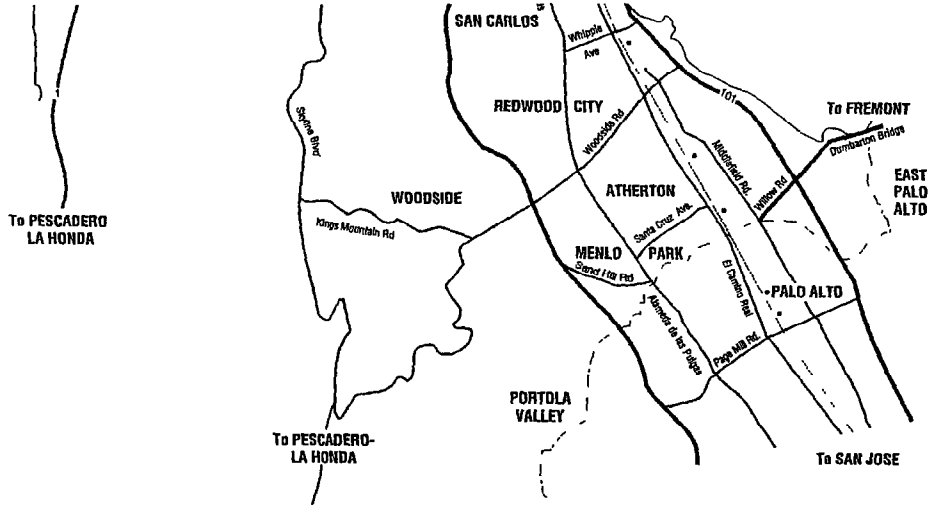
**CENTER FOR INDEPENDENCE OF THE DISABLED** 595-0783  
 875 O'Neill Ave., Belmont 94002  
 Counseling and support

**CHADD OF MID PENINSULA** 949 5472  
 PO Box 116, Redwood City 94064  
 Education, support, and referrals for children and adults with attention deficit/hyperactivity disorder

**PARCA** 312 0730  
 1650 S Amphlett Blvd., #213, San Mateo 94402  
 Information and support for young people with developmental disabilities and family, day camps, support groups for siblings and parents

**POPULAR RECREATION FAMILY RESOURCE CENTER** 259 0189  
 1764 Marco Polo Way, Burlingame 94010  
 Support and information about disabilities to families, professionals, people with disabilities and other members of the community

**RECREATION PROGRAMS** Many city recreation programs offer activities for children with special needs  
 See RECREATION/FREE TERNATIVES



**TRANSPORTATION**

**SAMTRANS 800-660-4287**  
 Operates buses within San Mateo County, and into San Francisco, Palo Alto, and Hayward where they connect with other transit systems. Call the toll free number weekdays 6 am 10 pm and 8 am 8 pm on weekends for route information. Operators can also provide information on CalTrain schedules and other Bay Area transit systems

Route maps and timetables of each route are available free of charge on buses, at SamTrans outlets, and at city halls, public libraries, and chambers of commerce

**BART 992 2278**  
 Call Monday Saturday, 6 am 12 midnight, Sunday, 8 am 12 midnight, for schedule information on Bay Area Rapid Transit trains

**YOUTH SERVICES**

**AMERICAN RED CROSS** 259 1750  
 1710 Trousdale Dr., Burlingame 94010  
 Youth Emergency Services Team, babysitting classes

**BIG BROTHERS/BIG SISTERS** 655 2730  
 870 Market St., #928, San Francisco 94102  
 Links adults with children of single parents

**BOY SCOUTS OF AMERICA** 341 5633  
 1300 S Amphlett Blvd., San Mateo 94402  
 For boys age 6-20, girls age 14-20

**BOYS & GIRLS CLUBS OF NORTH SAN MATEO COUNTY**  
 Pacifica Club 355 1334  
 955 Yosemite Dr., Pacifica 94044  
 Paradise Valley Club 583 2348  
 291 Hillside Ave., South San Francisco 94080  
 South San Francisco Club 589 7080  
 201 W Orange Ave., South San Francisco 94080

**BOYS & GIRLS CLUB OF THE COASTSIDE** 712 9710  
 900 N Cabildo Hwy, Half Moon Bay 94019

**BOYS & GIRLS CLUB OF THE PENINSULA**  
**MCNEIL FAMILY CLUBHOUSE** 322 6255  
 400 Market Place, Menlo Park 94025  
**MIRVIN G MORRIS CLUBHOUSE** 364 0176  
 109 Hilton St., Redwood City 94063  
**MOLDAW ZAFFARONI CLUBHOUSE** 330 1090  
 2031 Pulgas Ave., East Palo Alto 94303

**BOYS & GIRLS CLUB MID PENINSULA** 347 9891  
 200 N Quebec, San Mateo 94401

**COMMUNITY BUILDING INSTITUTE** 323 8160  
 2135 Clark St., East Palo Alto 94303  
 Career counseling, support, and educational workshops for youth in East Palo Alto

**DALY CITY YOUTH HEALTH CENTER** 991 2240  
 2778 2780 Junipero Serra Blvd., Daly City 94015  
 Project Play Mentor Program for teens at risk of unplanned pregnancy or absentee fatherhood

**EXPLORERS' PROGRAM** 363 4012  
 Search and rescue or law enforcement training programs for youth age 14-20. Sponsored by the San Mateo County Sheriff's Office and the Boy Scouts

**FRIENDS FOR YOUTH** 368-4444  
 1741 Broadway, 1st Floor, Redwood City 94063  
 One to one mentoring for troubled teens

**GIRL SCOUTS** 800 447-4475  
 P.O. Box 2249, Oakland 94621  
 For girls in grades K-12

**HOPE PRESERVATION NIA MENTORING PROJECT** 591 3306  
 1200 6th Ave., Belmont 94002  
 Life skills development for African American teens

**JUNIOR STATESMEN FOUNDATION** 800 334 5353  
 60 E 3rd Ave., #320, San Mateo 94401  
 Nonpartisan political education program

**PACIFIC ISLANDER OUTREACH** 327 1741  
 Homework assistance for teens in East Palo Alto, support for Pacific Islander culture and traditions

**UNIV OF CALIFORNIA COOPERATIVE EXTENSION** 726 9059  
 625 Miramontes, #200, Half Moon Bay 94019  
 Sponsors 4-H clubs

**VOLUNTEER CENTER OF SAN MATEO COUNTY** 342 0801  
 800 S Claremont, #108, San Mateo 94401  
 The Youth Program is tailored to the needs of young people looking for a volunteer position

Additional youth organizations and programs are sponsored by local police departments, religious institutions, service clubs, and civic, fraternal and community organizations. Information may be obtained by calling these organizations.



## **Appendix 4:**

### **San Mateo County Application Checklist**

**BOARD OF CORRECTIONS**  
 600 Bercut Drive  
 Sacramento California 95814-0185

Telephone (916) 445-5073  
 Facsimile (916) 445-5796 or 322-5036

**Schiff-Cardenas Crime Prevention Act of 2000  
 Comprehensive Multiagency Juvenile Justice Plan  
 Application for Approval Checklist**

The list below is provided to assist counties in organizing their CPA 2000 material for submission to the Board of Corrections (BOC). Please refer to material mailed to you on October 27, 2000, for detailed descriptions of the specific application requirements. In addition to the material mailed to you, all pertinent CPA 2000 forms, FAQs, and other relevant BOC information is contained on the BOC website at [www.bdcorr.ca.gov](http://www.bdcorr.ca.gov)

**1. Comprehensive Multiagency Juvenile Justice Plan**

Required Sections

- I Background and Summary of Juvenile Justice System
- II Identification/Prioritization of Neighborhoods etc
- III. Local Juvenile Justice Strategy(ies)
  - 1 Goals
  - 2 Objectives
  - 3 Outcomes
- IV Detailed Program Description(s) for each proposed funded program
  - 1. Program Costs
    - a Total program cost
    - b CPA 2000 cost
  - 2 Objectives
  - 3 Outcomes
- V Appendices (Required 1 page prioritized listing of programs proposed for funding including program name total projected costs and total CPA 2000 program funding)

**2. Application for Approval Checklist**

Required Sections

- I County Information
- II Juvenile Justice Coordinating Council
- III Executive Summary
  - 1 Planning Activities (Maximum 3 pages)
  - 2 History and Background (Maximum 7 pages)
  - 3 Program(s) Summary (One page per program)
- IV Technical Compliance Response Matrix  
 (Available on the BOC website in fill-in format. Completed hard copy of this form must accompany Application for Approval)
- V Board of Supervisors Resolution