

SAN MATEO COUNTY PROBATION DEPARTMENT

COMPREHENSIVE ANNUAL JJCPA
AND JPCF EVALUATION REPORT

2020 - 2021



About the Researcher

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

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San Mateo County Probation Department Comprehensive Annual JJCPA & JPCF Evaluation Report

Fiscal Year 2020-2021

Executive Summary

In Fiscal Year (FY) 2020-21, the San Mateo County Probation Department (Probation) awarded three-year contracts to six community-based organizations (CBOs) in order to serve San Mateo County youths and their families through its allocation of Juvenile Justice Crime Prevention Act (JJCPA) and Juvenile Probation Camp Funding (JPCF). Additionally, the JJCPA funded Probation's Juvenile Assessment Center/Investigations Unit (ASC/INV Unit) and Family Preservation Program (FPP). The desired outcomes for youths of these funded programs included:

- Improved behavioral and emotional well-being
- Improved opportunities to cultivate interpersonal and career strengths
- Improved family functioning
- Increased engagement in and connection to school
- Decreased justice involvement

Summary of Findings

Funded programs continued to provide services on the entire continuum of intervention to address youth needs in FY 2020-21. JPCF focused on prevention and early intervention, and JJCPA focused on targeted interventions for juvenile justice-involved youth. **Funded programs served 1,024 unduplicated youths, 19% fewer than were served in FY 2019-20** (n = 1,269, Table 1). JJCPA-funded programs served almost one-half of these youths (45%), and JPCF-funded programs served more than one-half (55%) of youths included in this report. While the number of youths served declined from the earlier FY, the average number of service hours reported per youth increased from 12.9 to 14.8 in FY 2020-21, and the average length of time in the program slightly increased from 4.6 to 4.9 months in this same period. The five-year trends may suggest a general shift toward serving fewer youths for longer periods of time. However, this trend also may be a consequence of COVID-19 service disruptions in the FY.

Table 1. Key Findings: Youths and Services

CLIENTS AND SERVICES	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Number of Youths Served	2,508	1,530	1,680	1,269	1,024
Average Number of Hours of Service	10.4	15.1	10.5	12.9	14.8
Average Time in the Program (Months)	4.1	4.1	4.3	4.6	4.9

Average time spent in the program (months) n=1024, Average number of hours per youth n=924. Note: The number of hours of service per youth does not include the ASC/INV Unit and Family Preservation Program (FPP), as data were not available.

The Juvenile Justice Coordinating Council (JJCC) continued implementing two assessments in FY 2020-21: The Juvenile Assessment and Intervention System (JAIS), and the Child Adolescent Needs and Strengths (CANS) assessment. These assessments provide a standard measure of youths’ criminogenic risk, life functioning, and other areas of need(s) and strength(s) to help inform program activities and decisions with regard to decreasing justice involvement for all youths.

Similar to FY 2019-20, the FY 2020-21 funded programs served youths across the risk spectrum, with most of the youths assessed as low risk (76%, Table 2). Fewer youths scored as moderate risk (19%) or high risk (5%). In FY 2020-21, results from the JAIS showed that youths served by JPCF-funded programs served a higher proportion of youths with low criminogenic risk (83%) than JJCPA-funded programs (57%).

Table 2. Key Findings: Risk Levels and Needs

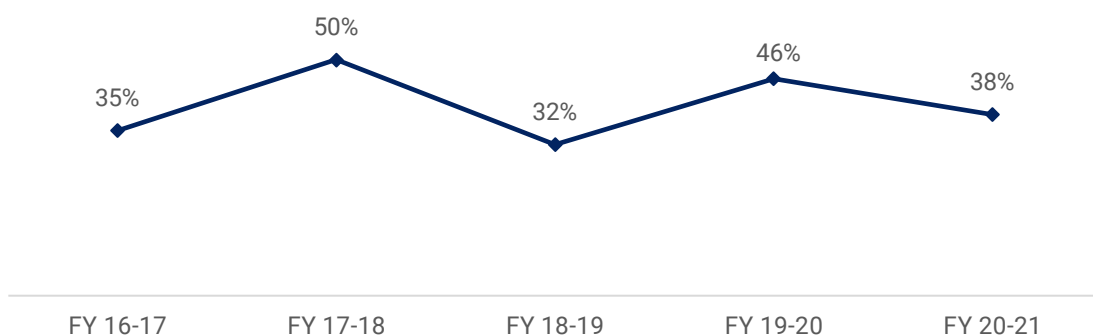
JAIS RISK LEVEL	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Low	73%	65%	76%	73%	76%
Moderate	22%	27%	20%	22%	19%
High	5%	7%	4%	4%	5%

FY 2020-21 n=471, 2020-21 JJCPA n=117, 2020-21 JPCF n=354. Percentages may not total 100 due to rounding.

Results from CANS assessments completed by a portion of funded programs in FY 2020-21 at the start of services indicate that 38% of the 388 assessed youths had three or more identified needs requiring intervention (i.e., actionable needs), slightly lower than that of the prior fiscal year (Figure 1). The CANS assessments also show that many youths possess strengths to help remediate identified needs, including strong relationships, engagement of the youth in the work, resilience, and resourcefulness. Supports and resources directed toward improving life functioning, risk behaviors, and emotional health—particularly to address substance use, trauma, and school engagement—through the support of JJCPA- and JPCF-funded programs were most often identified. Year-to-year trends for both JJCPA and JPCF-funded youths show that many youths are accessing supports and developing internal resources to significantly improve behavioral/emotional functioning, life functioning at home and at school, and problematic risk behavior. Strengthening caregivers to

support youths in their journey remained an unmet need for 36% of JJCPA-funded youths. It will benefit youths to continue to focus on building important internal (e.g., resilience, optimism), social (e.g., family strengths/support, natural supports/mentors), and community (e.g., community connection, educational setting) resources, including developing skills and career pathways going forward.

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



FY 2016-17 n=722, FY 2017-18 n=980, FY 2018-19 n=741, FY 2019-20 n=604, FY 2020-21 n=388.

Tracking key justice outcomes is also useful for determining the risk level and compliance of youths served by JJCPA-funded programs. Youths arrested for a new law violation, youths with detentions, youths with probation violations, and completion rates of court-ordered community service decreased compared with the prior fiscal year (Table 3). Rates for completion of restitution to victims increased slightly.

Table 3. Key Findings: Justice Outcomes (for JJCPA-funded Programs Only)

CLIENTS AND SERVICES	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Youths Arrested for a New Law Violation	N/A	15%	13%	21%	12%
Youths with Detentions	30%	24%	24%	39%	16%
Youths with Probation Violations	N/A	26%	26%	44%	28%
Completion of Restitution	29%	25%	0%	21%	39%
Completion of Community Service	56%	34%	34%	12%	11%

FY 2020-21 Youths Arrested for a New Law Violation n=138, Youths with Detentions n=138, Youths with Probation Violations n=61, Completion of Restitution n=13, Completion of Community Service n=18.

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Background

In San Mateo County, the Juvenile Justice Coordinating Council (JJCC) oversees funds from the Juvenile Justice Crime Prevention Act (JJCPA) and Juvenile Probation Camp Funding (JPCF). These funding sources are drawn from California Vehicle License fees and differ in their emphasis and reporting requirements.¹ As required by the Welfare and Institutions Code, the JJCC must periodically develop, review, and update a comprehensive Local Action Plan that documents the condition of the local Juvenile Justice system and outlines proposed efforts to fill identified service gaps in order to receive JJCPA funds.

2020-2025 Local Action Plan

The new 2020-2025 Local Action Plan (LAP) was implemented through the work and guidance of the JJCC and the representation included the following: professionals who work with at-risk youths and youths involved in the juvenile justice system through Probation; District Attorney's Office; law enforcement; Human Services Agency (HSA); Behavioral Health and Recovery Services (BHRS); Deputy Probation Officers, school resource officers; County Office of Education; education-related providers; local government; representatives from high schools, colleges, and community-based organizations; community members familiar with youth development and active in justice work, including youth and family advocates; at-risk youth in diversion programs; incarcerated youth; and parents of at-risk youth. Through a strategic planning process, a core group of desired outcomes and strategies were identified to address the needs of youths and their families in San Mateo County. The desired overarching outcomes defined by the subcommittee included:

- Improved behavioral and emotional well-being
- Improved opportunities to cultivate interpersonal and career strengths
- Improved family functioning
- Increased engagement in and connection to school
- Decreased justice involvement

¹ Please see Appendix A for a complete description of JJCPA and JPCF funding.

The LAP identified the following five areas and their core strategies to enable these outcomes:

Behavioral Health

- Increase availability of mental health treatment modalities
- Expand participation in addiction programs
- Increase individualized services to mitigate the effects of trauma
- Increase school-based counseling
- Provide evidence-based family therapy programs

Positive Pathways for Youth

- Increase prosocial opportunities
- Connect youth with consistent and reliable mentors
- Increase opportunities and programs to reduce truancy and increase school engagement
- Seek partnership with local companies for training and internship opportunities
- Collect data to evaluate the quality of implementation and the impact of innovative programs
- Increase re-entry support with social workers and wraparound teams

Parent Education and Support

- Meet families where they are to connect them to community supports
- Engage families in services that support positive parenting skills

Access to Effective Services

- Increase access to beneficial services
- Increase culturally and linguistically responsive services
- Increase funding for quality programs that benefit at-risk youth

Alignment and Coordination of Systems

- Outreach to understand the communication needs of providers and develop methods to meet those needs
- Coordinate cross-sector prevention and early intervention system to address risk at onset
- Reinvest in comprehensive cross-sector, trauma-informed training and community of practice

JJCPA and JPCF Funding

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

In 2020, the JJCC awarded to each of 10 programs three-year grants from Probation's allocation of JJCPA and JPCF to serve San Mateo County youths and their families. It named Applied Survey Research (ASR) as the evaluator. The ten programs were selected based on the needs identified by the LAP, which guided the Request for Proposal process.

Of the ten funded programs, five are funded through JJCPA and five through JPCF, with two agencies, StarVista and Fresh Lifelines for Youth (FLY), funded by both sources. This array of programs provided services to youths on a continuum of need, from prevention and early intervention to more intensive intervention, as described in Table 4.

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

JJCPA PROGRAM	SHORT NAME	DESCRIPTION
Acknowledge Alliance	Acknowledge	Provides counseling for youths attending community and court schools
Juvenile Assessment Center/Investigations Unit	ASC/INV Unit	Provides multidisciplinary team risk/needs assessments to youths who come into contact with the juvenile justice system
Family Preservation Program	FPP	Provides case management and supervision of youths with significant mental health and family issues in partnership with other county agencies, such as BHRS and HSA
Fresh Lifelines for Youth	FLY	Leadership program provides mentoring and case management, and Law program provides law-related curriculum to justice-involved youths
StarVista Insights	Insights	Provides substance use treatment and family counseling for youths on probation
JPCF PROGRAM	SHORT NAME	DESCRIPTION
Boys and Girls Clubs of the Peninsula	BGCP	Provides mentoring services and enrichment activities to at-risk youths
Fresh Lifelines for Youth	FLY	Leadership program provides mentoring and case management, and Law program provides law-related curriculum to at-risk youths
StarVista Strengthen Our Youth	SOY	Provides group and individual counseling to at-risk middle and high school students; provides parenting workshops
YMCA of San Francisco School Safety Advocates	YMCA	Provides school safety advocates to create safe environments on school campuses
Success Centers	SC	Provides case management, job readiness training, and job placement to at-risk youths

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

COVID-19 Pandemic Impact on Probation

The goal over the past year has been to continue providing essential probation services and functions, including needed in-person staffing and interactions with clients while protecting the health and safety of Probation employees. In June 2020, the Probation Department remobilized its employees back to the office and in the field, observing strict masking rules, safety measures, and protocols being followed. Probation also continues social distancing practices in the lobbies and by those working onsite.

Deputy Probation Officers (DPOs) are meeting with their clients in the office and have begun administering chemical testing on a more regular basis in the field and in the office. Programming that was previously suspended or facilitated via video technology, such as the Community Care Program (CCP) and the Victim Impact Awareness (VIA) Program, are operating again; the VIA sessions are still facilitated via video technology, and youth participating in CCP are on-site. Lastly, the Electronic Monitoring Program (EMP) was also suspended but is now being recommended and ordered by the court. Juvenile Traffic Court resumed operations on June 16, 2020, and hearings continue to be held via Zoom by the Juvenile Traffic Court Officer.

Youths housed in the Youth Services Center–Juvenile Hall (YSC-JH) and Margaret J. Kemp Camp (Camp Kemp)–continued to operate with an increase in the maximum number of telephone calls detained

youths may make, with special consideration given to youths experiencing increased anxiety or trauma because of COVID-19 precautions. Additionally, the use of video technology continued to be used for court hearings and visits with the youths' parents. Contracted CBOs for these facilities, as well as for youths in the community, also resumed in-person program delivery.

Other measures implemented within the Department include modification of in-person department meetings when social distancing requirements cannot be met. In that case, using Microsoft Teams meetings remains in effect. In summer 2020, measures were put into place to begin in-person training sessions, which were held with reduced class size to comply with all social distancing protocol. Virtual training sessions continue to be offered as well. Additionally, the department has allowed staff participation in out-of-town training and conferences.

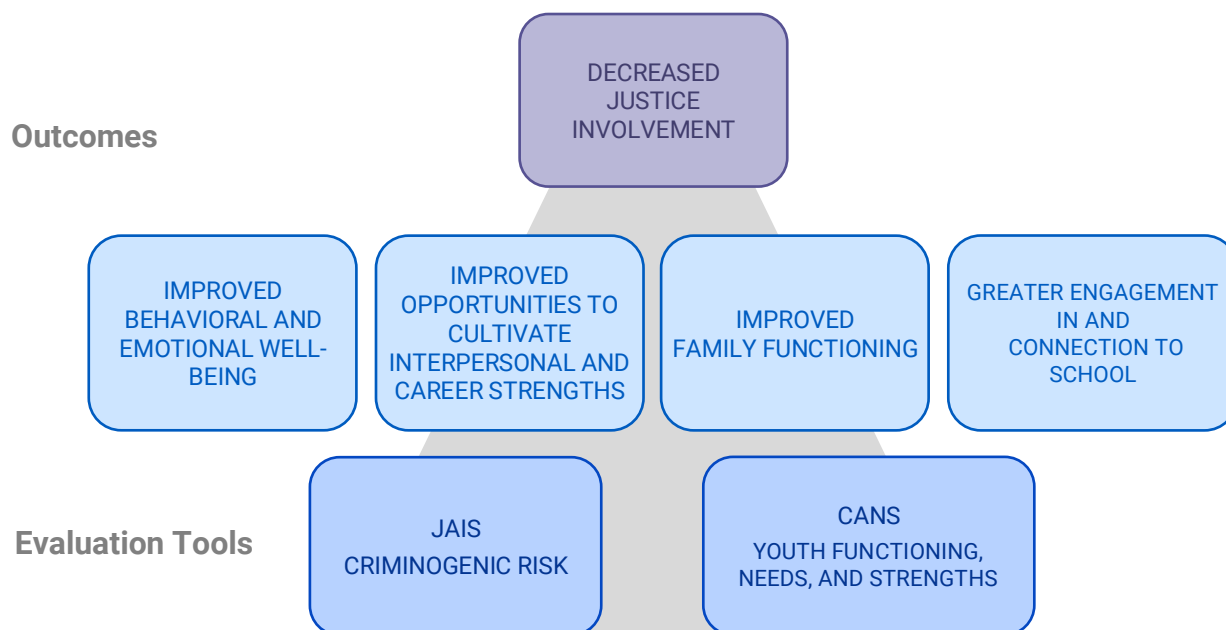
Merge of the Assessment Center and Investigations Unit

In November of 2020, the Assessment Center and Investigations Units merged due to the continued decrease in workload numbers over the past several years. At that time, two supervisors who oversaw the units assisted with the merging of the workloads. DPOs cross-trained in both units and dispersed cases in order to create a more equitable distribution of case numbers. One benefit of merging the two units includes maintaining continuity of care for youths entering the system, as youths would remain with the same DPO until their case was either closed after completing diversion or transferred to a supervision unit. The unit has since become smaller, in direct proportion to their caseload sizes, due to staffing changes and retirements. Currently, the ASC/INV unit is comprised of one supervisor who oversees the unit, five DPOs who carry a caseload, one court officer, and an additional DPO placed at the San Mateo Police Department, Police Activities League – Diversion Program.

Evaluation Design and Methodology

Probation updated its evaluation plan and implemented changes to its desired outcome and evaluation tools for the 2020-2025 Local Action Plan (Figure 2).² For FY 2020-21, Probation used the Juvenile Assessment and Intervention System (JAIS) and the Child Adolescent Needs and Strengths (CANS) tools for its contracted community-based organizations to provide a standard measure of criminogenic risk, life functioning, and other areas of need—as well as strengths—while informing program activities and decisions with the goal of decreasing justice involvement for all youths. The following section details the evaluation design and methodology that was used for the FY 2020-21 evaluation.

Figure 2. FY 2020-21 Evaluation Plan



Desired Outcomes

Desired outcomes for youth were revised slightly to reflect small adjustments generated from the 2020-2025 LAP, resulting in the following desired outcomes for youths as reflected in the Evaluation Plan:

- Improved behavioral and emotional well-being
- Improved opportunities to cultivate interpersonal and career strengths
- Improved family functioning
- Increased engagement in and connection to school
- Decreased justice involvement

²The Welfare and Institutions Code requires Juvenile Probation departments to update their Local Action Plan every five years.

Evaluation Tools

JAIS - Juvenile Assessment and Intervention System

The JAIS is a widely used criminogenic risk, strength, and needs assessment tool that assists in the effective and efficient supervision of youths, both in institutional settings and in the community. It provides grantee programs with a standard measure of risk for youths. It has been validated across ethnic and gender groups. The JAIS consists of a brief initial assessment followed by full assessment and reassessment components (JAIS Full Assessment and JAIS Reassessment). Probation has elected to administer the JAIS to all youths receiving services in community programs for at-risk and juvenile justice involved youth. The JAIS assessment has two unique form options based on the youth's gender. The JAIS Girls Risk consists of eight items, and the JAIS Boys Risk consists of ten items. Each assessment yields an overall risk level of 'low,' 'moderate,' or 'high.' Use of the JAIS tool within Probation since FY 2014-15 provided data on youth risk to recidivate or commit new crimes as well as to assist in developing case plans for youths in the probation system. Adding the completion of the JAIS for all youths in the community contributed to the department's knowledge regarding the risk level of youths receiving services.

CANS - Child and Adolescent Needs and Strengths

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

In FY 2015-16, Probation programs began using CANS to help understand the level of care that youths need, as well as to measure incremental changes in the needs of youths over time. Additionally, the CANS helps providers identify which areas should be addressed in a youth's case plan. In FY 2020-21, programs completing the CANS were asked to complete all modules rather than a subset of items.

Data Collection

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

Youths and Services

Funded programs collected and entered two pieces of youth-level data. First, programs collected demographic information on youths, including:

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

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

- Service type (e.g., group counseling, individual counseling, parenting education, etc.)

- Length of time a youth was served (e.g., program entry and exit dates)
- Number of hours of service
- Reason for exiting the program

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

Criminogenic Risk

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

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

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

Youth Functioning Outcomes

FY 2020-21 marked the fifth year that the CANS was implemented by programs for the entire fiscal year, providing Probation the opportunity to assess change over time using CANS follow-up data at the conclusion of services. Each program completed a distinct set of CANS modules according to its specific youth population and program offerings.

JJCPA Juvenile Justice Outcomes

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

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

Prior to FY 2016-17, these five outcomes were mandated by the Board of State and Community Corrections. Although these outcomes are no longer mandated, Probation has elected to report on these outcomes at 180 days post-entry, as they provide rich data on system-involved youths. The past year's cohort of youths whose six-month milestone occurred in FY 2019-20 served as the comparison or reference group to interpret FY 2020-21 outcomes.

JJCPA and JPCF Program-Specific Outcomes

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

Evaluation Findings

Youth Profile

In FY 2020-21, JJCPA and JPCF-funded programs served a combined total of 1,024 unduplicated youths, a reduction of 19% from FY 2019-20. Both the JJCPA and JPCF youth total dropped in FY 2020-21. These effects can be seen across all programs, with a drop in the percentage of youths served by program across all programs, except StarVista SOY, which served 45% more youths in FY 2020-21. This decrease may be attributed to the Shelter-In Place Order's impact on service accessibility.

As shown in Table 5, JJCPA and JPCF-funded programs each served about one-half of all youths served (45% and 55%, respectively). The majority of JJCPA youths were served by Acknowledge Alliance, while the majority of JPCF youths were served by YMCA and FLY, similar to FY 2019-20.

Table 5. Number and Percentage of Youths Served by Program

JJCPA PROGRAMS	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21 % OF TOTAL	% CHANGE FY 19-20 TO FY 20-21
Acknowledge	162	172	249	312	265	57%	-15%
ASC/INV Unit	344	224	202	144	75	16%	-47%
FPP	61	32	36	29	21	5%	-28%
FLY	90	414	52	46	28	6%	-39%
Insights	91	101	107	92	72	16%	-22%
JJCPA Total	748	943	646	623	461	45%	-26%
JPCF PROGRAMS	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 20-21 % OF TOTAL	% CHANGE FY 19-20 TO FY 20-21
BGCP	1,088	115	93	86	72	12%	-16%
FLY	--	--	398	187	151	27%	-19%
SOY	102	189	224	86	125	21%	45%
YMCA	384	218	225	224	182	31%	-19%
SC	Not available in prior fiscal years				61	11%	-
JPCF Total	1,760	587	1,037	647	566	55%	-13%
TOTAL	2,508	1,530	1,680	1,269	1,024	100%	-19%

Note: JPCF total sums to 591 rather than the 566 listed because 25 youths were served under JPCF-funded FLY and Success Centers and are counted in both programs, but the total represents the unique count. JJCPA and JPCF client totals sum to 1,027 rather than the 1,024 listed because three youths were served by FLY (JJCPA) and Success Centers (JPCF) and are represented in both funding streams. However, the total represents the unique count.

Youth Demographic Characteristics

Race/ethnicity information was available for 945 youths served during FY 2020-21. As shown in Table 6, 68% of youths served by JJCPA and 63% of youths served by JPCF-funded programs identified as Hispanic/Latino, 13% identified as Asian/Pacific Islander, and 9% identified as White/Caucasian.

Table 6. Race/Ethnicity Profile

JJCPA PROGRAMS	Hispanic / Latino	White/ Caucasian	Black/ African American	Asian/ Pacific Islander	Multi-Racial/ Ethnic	Other
Acknowledge	74%	7%	5%	7%	5%	2%
ASC/INV Unit	59%	23%	4%	12%	0%	1%
FPP	81%	0%	5%	14%	0%	0%
FLY	44%	16%	4%	20%	0%	16%
Insights	61%	3%	3%	11%	15%	7%
JJCPA Total	68%	9%	5%	10%	5%	3%
JPCF PROGRAMS	Hispanic / Latino	White/ Caucasian	Black/ African American	Asian/ Pacific Islander	Multi-Racial/ Ethnic	Other
BGCP	86%	1%	3%	6%	3%	1%
FLY	61%	6%	7%	3%	14%	9%
SOY	59%	13%	0%	24%	1%	3%
YMCA	60%	10%	2%	22%	4%	1%
SC	52%	18%	7%	7%	11%	5%
JPCF Total	63%	9%	3%	15%	5%	4%
TOTAL	66%	9%	4%	13%	5%	4%

JJCPA total n=452, Acknowledge Alliance n=260, ASC/INV Unit n=73, FPP n=21, FLY n=25, Insights n=72. JPCF total n=493, BGCP n=71, FLY n=100, SOY n=117, YMCA n=169, SC n=61. Note: Percentages may not total 100 due to rounding.

One-half of all youths with available data identified as male (52%), and the average age for youths was 16.4 years (Table 7). JJCPA program youths were more likely to be male and older than JPCF program youths. On average, YMCA tended to serve the youngest youths (13.3 years old), and FLY and Success Centers tended to serve the oldest youths (17.8 years old).

Table 7. Gender and Age Profile

JJCPA PROGRAMS	MALE	FEMALE	Transgender/ Other	AVERAGE AGE OF YOUTH
Acknowledge	32%	65%	2%	17.5
ASC/INV Unit	75%	25%	0%	17.2
FPP	100%	0%	0%	16.7
FLY	78%	19%	4%	17.8
Insights	86%	14%	0%	17.5
JJCPA Total	54%	45%	2%	17.4
JPCF PROGRAMS	MALE	FEMALE	Transgender/ Other	AVERAGE AGE OF YOUTH
BGCP	63%	36%	1%	15.4
FLY	57%	42%	3%	17.3
SOY	41%	59%	0%	15.5
YMCA	40%	58%	2%	13.3
SC	69%	31%	0%	17.8
JPCF Total	49%	49%	2%	15.3
TOTAL	52%	47%	2%	16.4

JJCPA total n=465, Acknowledge Alliance n=260, ASC/INV Unit n=75, FPP n=21, FLY n=27, Insights n=72. JPCF total n=517, BGCP n=72, FLY n=113, SOY n=118, YMCA n=174, SC n=61. Note: Percentages may not total 100 due to rounding.

Region and City of Residence

Of the 1,024 youths served, 938 (92%) youths had a known zip code or city of residence. Of these, 909 had a known place of residence in San Mateo County as shown in Table 8. The number of San Mateo County residents with known addresses participating in funded programs decreased by 21% compared with the previous fiscal year. As shown in Table 8 and Figure 3, 45% of youths resided in the South County, and 31% resided in North County. The cities with the largest concentrations of youths were Redwood City (n=224), East Palo Alto (n=149), Daly City (n=134), South San Francisco (n=131), and City of San Mateo (n=114).

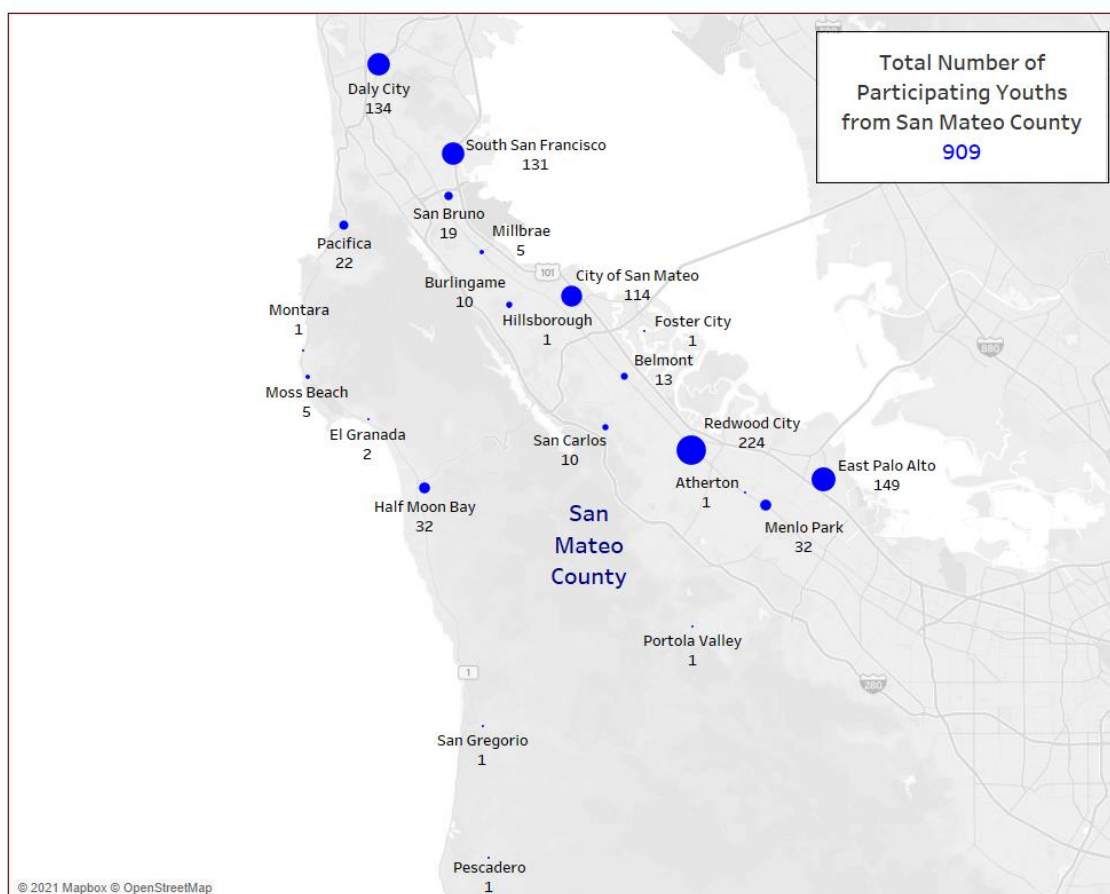
Table 8. Region and City of Residence for Participating Youths

NORTH	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Brisbane	2	1	1	0	0
Colma	1	3	3	0	0
Daly City	121	218	207	155	134
San Bruno	32	54	52	41	19
South San Francisco	221	282	222	173	131
SUBTOTAL	377	558	485	369	284
COAST	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
El Granada	9	9	5	2	2
Half Moon Bay	27	33	11	28	32
La Honda/Loma Mar/Pescadero/San Gregorio	3	0	2	1	2
Montara	1	1	0	2	1
Moss Beach	10	8	5	3	5
Pacifica	14	38	26	19	22
SUBTOTAL	64	89	49	55	64
MID COUNTY	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Belmont	29	14	10	8	13
Burlingame	4	16	7	3	10
Foster City	58	5	0	0	1
Hillsborough	14	0	0	0	1
Millbrae	7	8	7	8	5
San Carlos	16	12	13	16	10
San Mateo	207	211	179	181	114
SUBTOTAL	335	266	216	216	154

SOUTH	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
East Palo Alto	642	260	229	155	149
Menlo Park	173	42	55	49	32
Portola Valley/ Woodside	1	5	5	4	1
Redwood City	572	283	263	303	224
SUBTOTAL	1,388	590	552	512	407
GRAND TOTAL	2,164	1,503	1,302	1,152	909

Note: Does not include the 29 youths living out of county and 86 with missing city/zip data.

Figure 3. Number of Participating Youths by City on Map



Services Provided

Length of Participation and Hours of Service

For school-based programs (e.g., YMCA, BGCP, Acknowledge Alliance, and SOY), youths exit the program when the school year ends. Youths who were still enrolled in the program on the final day of the fiscal year, June 30, 2021, were assigned that date as their exit date. For other youths, an exit date may mean that they completed the program or dropped out.

As shown in Tables 9 and 10, the average length of participation ranged from less than three months (ASC/INV Unit and Success Centers) to more than 16 months (FPP), and the average hours of service provided per youth ranged from 4.2 hours for YMCA to 20.9 hours for BGCP, reflecting differences in service dosage and duration. Five programs observed a slight increase in service duration compared with last year, whereas three programs, including JJCPA-funded FLY, BGCP, and SOY, showed a decrease.

Table 9. Average Number of Months in Program

JJCPA PROGRAMS	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Acknowledge	4.3	3.6	3.7	4.1	4.7
ASC/INV Unit	2.0	2.6	3.8	1.5	2.5
FPP	10.7	13.4	6.8	11.7	16.6
FLY	N/A	3.4	3.4	4.2	4.3
Insights	4.1	4.3	5.1	5.7	5.5
JPCF PROGRAMS	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
BGCP	N/A	8.9	9.6	7.5	9.1
FLY	Not funded by JPCF in prior fiscal years		2.8	3.3	3.0
SOY	3.7	4.6	3.5	7.2	4.2
YMCA	3.9	4.1	6.4	5.0	5.3
SC	1.8	1.8	1.6	2.8	2.7

JJCPA: Acknowledge Alliance n=265 ASC/INV Unit n=75, FPP n=21, FLY n=28, Insights n=72. JPCF: BGCP n=72, FLY n=151, SOY n=125, YMCA n=182, SC n=61.

Table 10. Average Hours of Service Received per Client

JJCPA PROGRAMS	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Acknowledge	13.6	8.9	11.8	8.8	13.8	20.6
ASC/INV Unit	---	---	---	---	---	---
FPP	---	---	---	---	---	---
FLY	44.5	22.8	15.2	11.8	15.6	15.3
Insights	13.2	14.3	15.3	16.5	16.6	19.0
JPCF PROGRAMS	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
BGCP	73.0	N/A	31.9	44.0	27.5	20.9
FLY	--	--	--	8.5	12.0	13.1
SOY	12.4	12.8	7.5	5.8	19.5	10.5
YMCA	10.1	--	--	3.1	3.6	4.2
SC	17.5	17.3	12.5	12.7	10.5	15.5

JJCPA: Acknowledge Alliance n=265, ASC/INV Unit n=0, FPP n=0, FLY n=28, Insights n=72. JPCF: BGCP n=72, FLY n=151, SOY n=125, YMCA n=178, SC n=61. Note: Units of service data in hours were unavailable for Assessment Center and FPP.

Evidence-Based Practices

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

As in prior years, each provider in FY 2020-21 was asked to list the practices and curricula of its JJCPA- and JPCF-funded programs used in the last year. ASR added to the list any new cataloged practices reported in FY 2020-21. ASR also conducted a thorough search of evidence-based practice

clearinghouses and empirical sources to determine which programs could be labeled “evidence-based” and which should be considered “promising practices.” Shared practices and approaches among implemented programs include trauma-informed care, Motivational Interviewing, Seeking Safety, and Growth Mindset.

Tables 11 through 17 detail the practices used in FY 2020-21 by JJCPA- and JPCF-funded programs, along with a quality rating of the supporting evidence for effectiveness. An explanation of how each practice is implemented can be found in each organization’s individual program report. For a complete list of clearinghouses used to evaluate the practices provided, please see Appendix B.

Table 11. Practices Implemented by Acknowledge Alliance

PRACTICE	RATING
Psychodynamic Psychotherapy	Evidence-based practice according to empirical evidence. ³
Trauma-Informed Practice	Evidence-based practice according to SAMHSA. ⁴
Cultural Sensitivity	Although cultural sensitivity is not recognized as an evidence-based or promising practice on its own, it is recognized as an important factor for social-emotional learning in school-age environments. ⁵

Table 12. Practices Implemented by FLY Law, Leadership, and Re-Entry Programs

PRACTICE	RATING
Law-Related Curriculum	Although it incorporates the evidence-based practice of Cognitive Behavioral Therapy, it is not a nationally recognized evidence-based or promising practice.
Social-Emotional Learning (SEL)	Although not recognized as an evidence-based or promising practice on its own, many recognized evidence-based SEL programs and evidence-based instruction feature SEL.
Trauma Informed Care	Evidence-based practice according to SAMHSA. ⁶
Motivational Interviewing	Evidence-based practice according to the Center for Evidence-Based Practices ⁷
Critical Time Intervention	Evidence-based practice according to Social Programs that Work and the Evidence-Based Practice Center ^{8,9}

³ Shedler, J. (2010). *American Psychological Association 0003-066X/10/*. Vol. 65, No. 2, 98 –109 DOI: 10.1037/a0018378. <https://www.apa.org/pubs/journals/releases/amp-65-2-98.pdf>.

⁴ SAMHSA’s *Concept of Trauma and Guidance for a Trauma-Informed Approach* (2014), p10. Pub ID#: SMA14-4884.) <https://store.samhsa.gov/shin/content/SMA14-4884/SMA14-4884.pdf>

⁵ Barnes, T.; McCallops, K. (2018). *The Importance of Cultural Competence in Teaching Social and Emotional Skills*. Retrieved from <http://rwjf-newconnections.org/blog/importance-of-cultural-competence-in-teaching-social-and-emotional-skills/>

⁶ SAMHSA. (2014). *SAMHSA’s Concept of Trauma and Guidance for a Trauma-Informed Approach*, p10. Pub ID#: SMA14-4884. <https://store.samhsa.gov/shin/content/SMA14-4884/SMA14-4884.pdf>

⁷ Center for Evidence-Based Practices (2018). *Motivational Interviewing*. Case Western Reserve University. Retrieved from <https://www.centerforebp.case.edu/practices/mi>

⁸ Evidence-Based Practice Center (n.d.). *Critical Time Intervention*. <https://ebpcenter.umaryland.edu/index.php/home/critical-time-intervention-cti/>

⁹ Social Programs that Work. (n.d.). *Critical Time Intervention*. <https://evidencebasedprograms.org/programs/critical-time-intervention/>

Table 13. Practices Implemented by StarVista Insights

PRACTICE	RATING
Seeking Safety	Promising research evidence according to The California Evidence-Based Clearinghouse for Child Welfare, with a rating of 3 on a scale from 1 to 5 (with 1 as well-supported with evidence and 5 as concerning). ¹⁰
Motivational Enhancement Therapy (MET)	Noted as evidence-based by program but could not be confirmed. MET uses evidence-based motivational interviewing, but the Office of Justice Programs rates the use of motivational interviewing for juvenile substance abuse as having “no effect” for clients age 14-19. ¹¹
Mindfulness-Based Substance Abuse Treatment (MBSAT)	A promising practice based upon scientific literature. ¹²
Trauma-Informed Practice	Evidence-based practice according to SAMHSA. ¹³

Table 14. Practices Implemented by StarVista SOY

PRACTICE	RATING
Seeking Safety	Promising research evidence according to The California Evidence-Based Clearinghouse for Child Welfare, with a rating of 3 on a scale from 1 to 5 (with 1 as well-supported with evidence and 5 as concerning). ¹⁴
Dialectical Behavior Therapy (DBT)	Evidence-based therapeutic modality for borderline personality disorder and substance use disorder according to empirical evidence. ¹⁵
Trauma Informed Systems	Evidence-based practice according to SAMHSA. ¹⁶

¹⁰ <https://www.cebc4cw.org/program/seeking-safety-for-adolescents/>

¹¹ <https://www.crimesolutions.gov/ProgramDetails.aspx?ID=180>

¹² Marcus, M. T., & Zgierska, A. (2009). Mindfulness-Based Therapies for Substance Use Disorders: Part 1 (Editorial). *Substance Abuse: Official Publication of the Association for Medical Education and Research in Substance Abuse*, 30(4), 263. <http://doi.org/10.1080/08897070903250027>

¹³ Shedler, J. (2010). *American Psychological Association 0003-066X/10/*. Vol. 65, No. 2, 98 –109 DOI: 10.1037/a0018378. <https://www.apa.org/pubs/journals/releases/amp-65-2-98.pdf>.

¹⁴ <https://www.cebc4cw.org/program/seeking-safety-for-adolescents/>

¹⁵ Chapman, A. L. (2006). *Dialectical Behavior Therapy: Current Indications and Unique Elements. Psychiatry (Edgmont)*, 3(9), 62–68. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2963469/pdf/PE_3_9_62.pdf

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

Table 15. Practices Implemented by BGCP

PRACTICE	RATING
Check and Connect	Research-based practice based on empirical evidence. ¹⁷
Transtheoretical Model (Stages of Change Model) and Motivational Interviewing	An evidence-based model based on empirical evidence, and motivational interviewing is an evidence-based practice according to the Center for Evidence-Based Practices ^{18,19}
Trauma-Informed Care	Evidence-based practice according to SAMHSA. ²⁰
Growth Mindset	Research-based practice based upon empirical evidence. ²¹
Consortium on Chicago School Research	Not an evidence-based or promising practice or framework

Table 16. Practices Implemented by YMCA

PRACTICE	RATING
Mindfulness-Based Substance Abuse Treatment	A promising practice based on empirical evidence. ²²
Girls United	Not a nationally recognized evidence-based or promising practice.
CALM Communication and Life Skills Management	Not a nationally recognized evidence-based or promising practice, but the Cognitive Behavioral Therapy and Aggression Replacement Treatment components of the program are nationally recognized evidence-based treatments. ^{23, 24}
Dialectical Behavioral Therapy (DBT)	Evidence-based therapeutic modality for borderline Personality Disorder and Substance Use Disorder according to empirical evidence. ²⁵
Neurosequential Model of Therapeutics (NMT)	Evidence-based model according to empirical evidence. ²⁶
Seeking Safety	Promising research evidence according to The California Evidence-Based Clearinghouse for Child Welfare (CEBC), with a

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

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

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

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

21 Mueller, C. M., & Dweck, C. S. (1998). Praise for intelligence can undermine children's motivation and performance. *Journal of Personality and Social Psychology*, 75(1), 33-52. <http://dx.doi.org/10.1037/0022-3514.75.1.33>. <http://psycnet.apa.org/record/1998-04530-003>.

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

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

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

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

26 Perry, B.D. (2009). Examining child maltreatment through a neurodevelopmental lens: Clinical application of the neurosequential model of therapeutics. *Journal of Loss and Trauma*, 14, 240-255.

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

Table 17. Practices Implemented by Success Centers

PRACTICE	RATING
Growth Mindset	Research-based practice based upon empirical evidence. ³⁵
Job Readiness Training	Not rated. Informed by employment and training-related programs that are research-based or promising.

²⁷ <https://www.cebc4cw.org/program/seeking-safety-for-adolescents/>

²⁸ Uttley L, Scope A, Stevenson M, et al. Systematic review and economic modelling of the clinical effectiveness and cost-effectiveness of art therapy among people with non-psychotic mental health disorders. Southampton (UK): NIHR Journals Library; 2015 Mar. (Health Technology Assessment, No. 19.18.) Chapter 2, Clinical effectiveness of art therapy: quantitative systematic review. Available from: <https://www.ncbi.nlm.nih.gov/books/NBK279641/>

²⁹ Center for Evidence-Based Practices (2018). Motivational Interviewing. Case Western Reserve University. Retrieved from <https://www.centerforebp.case.edu/practices/mi>

³⁰ SAMHSA’s Concept of Trauma and Guidance for a Trauma-Informed Approach (2014), p10. Pub ID#: SMA14-4884.) <https://store.samhsa.gov/shin/content/SMA14-4884/SMA14-4884.pdf>

³¹ <http://www.cebc4cw.org/program/attachment-regulation-and-competency-arc-system/detailed>

³² <https://www.crimesolutions.gov/ProgramDetails.aspx?ID=592>

³³ <https://www.ojjdp.gov/mpg/Program>

³⁴ http://www.wsipp.wa.gov/ReportFile/1713/Wsipp_Updated-Inventory-of-Evidence-Based-Research-Based-and-Promising-Practices-For-Prevention-and-Intervention-Services-for-Children-and-Juveniles-in-the-Child-Welfare-Juvenile-Justice-and-Mental-Health-Systems_Report.pdf

³⁵ Mueller, C. M., & Dweck, C. S. (1998). Praise for intelligence can undermine children's motivation and performance. *Journal of Personality and Social Psychology*, 75(1), 33-52. <http://dx.doi.org/10.1037/0022-3514.75.1.33>. <http://psycnet.apa.org/record/1998-04530-003>.

PRACTICE	RATING
Life Skills Training	Not rated. Informed by skill-building training and curricula that are research-based or promising.
Case Management	Not rated. Informed by tools that are research-based or promising.
Motivational Interviewing	An evidence-based practice according to the Center for Evidence-Based Practices. ³⁶

Criminogenic Risk: JAIS Assessment

Funded programs assessed criminogenic risk of youths using the JAIS. As shown in Table 18, 76% of all clients scored 'low' risk on the criminogenic risk scale, with 19% at 'moderate' risk and 5% at 'high' risk. Youths whose individualized determinations yield a 'low' risk score have fewer risk factors and a lower likelihood for reoffending compared to those youths carrying many risk factors who score within the 'high'-risk classification. Similar to the past few years, JJCPA programs served a greater proportion of higher-risk youths when compared with those of JAIS initial risk assessment outcomes for JPCF youths. Approximately eight in ten youths (83%) served by JPCF programs received 'low' risk ratings, while a little more than one-half (57%) of youths in JJCPA programs received 'low' risk ratings.

Table 18. Criminogenic Risk Levels Using the JAIS

JJCPA PROGRAMS	N	LOW RISK	MODERATE RISK	HIGH RISK
Acknowledge Alliance	10	80%	20%	0%
ASC/INV Unit	18	72%	17%	11%
FLY	28	46%	54%	0%
FPP	12	42%	25%	33%
Insights	49	57%	39%	4%
JJCPA Total	117	57%	36%	7%
JPCF PROGRAMS	N	LOW RISK	MODERATE RISK	HIGH RISK
BGCP	65	100%	0%	0%
FLY	41	73%	27%	0%
SOY	70	99%	1%	0%
Success Centers	60	20%	53%	27%
YMCA	118	99%	1%	0%
JPCF Total	354	83%	13%	5%
TOTAL	471	76%	19%	5%

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

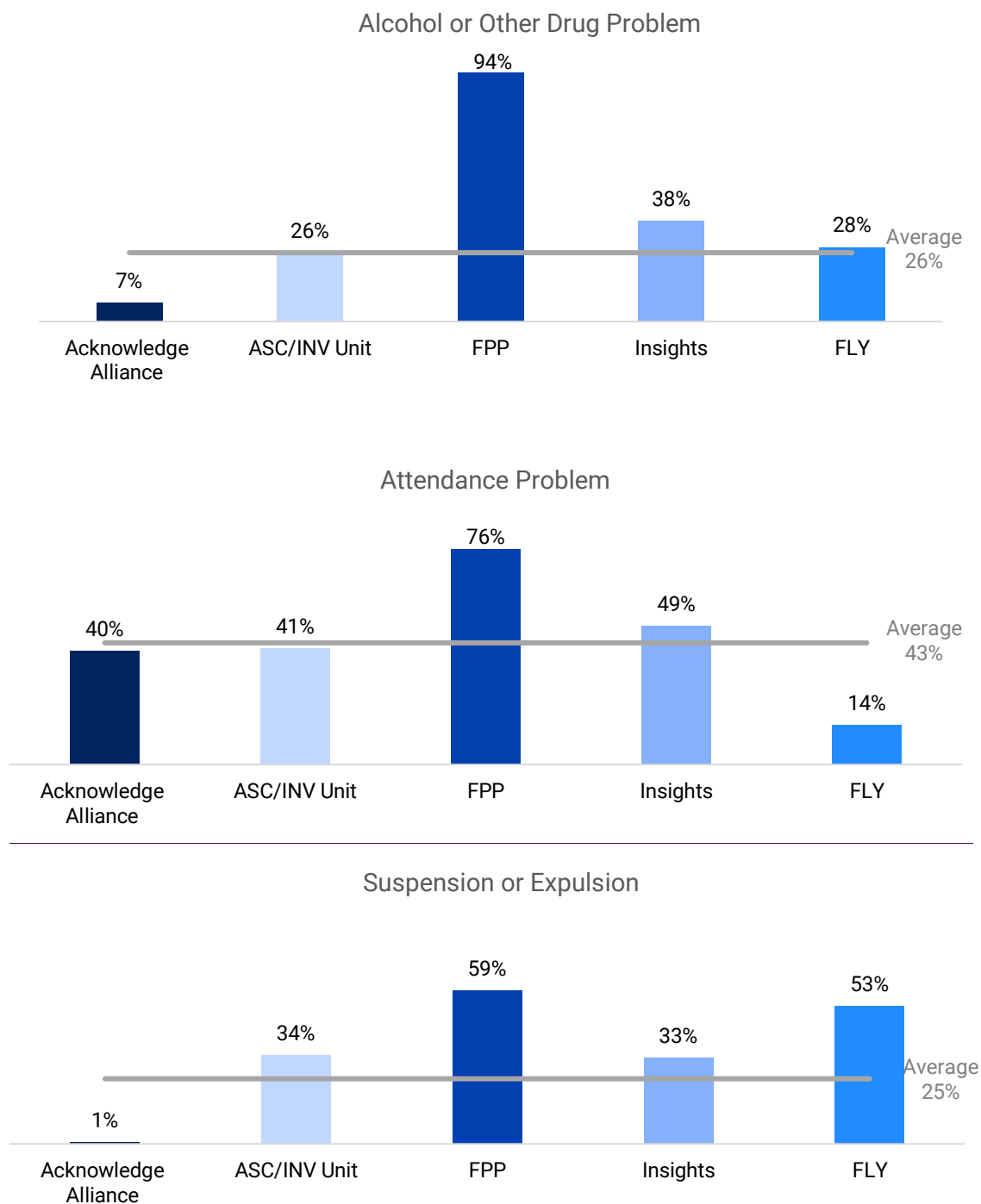
Other Risk Indicators

JJCPA programs collected additional risk-related indicators, including whether a youth had any of the following at program entry: an alcohol or other drug problem, an attendance problem, or a suspension or expulsion in the past year. As shown in Figure 4, JJCPA programs varied in the degree of risk presented by program youths at program entry. Across all programs (the gray bars in Figure 4), 26% of youths had

³⁶ Center for Evidence-Based Practices (2018). Motivational Interviewing. Case Western Reserve University. Retrieved from <https://www.centerforebp.case.edu/practices/mi>

an alcohol or drug problem upon entry, 43% had an attendance problem, and 25% had been suspended or expelled in the past year. As might be expected due to the nature of their services, FPP served youths with the greatest risk regarding alcohol or other drug problems (94%), attendance problems at entry (76%), and suspension or expulsion (59%).

Figure 4. Risk Indicators at Program Entry by JJCPA Program



FY 2020-21 All programs n=230-251, Acknowledge Alliance n=95-114, ASC/INV Unit n=46-49, FPP n=16-21, Insights n=70-72, FLY n=14-18.

Youth Strengths and Support Needs: CANS Assessment

Funded programs have assessed youths using the CANS since January 2016. The CANS consists of seven core needs and strengths modules and four secondary modules, with items scored on a 4-point scale (Scale: 0 to 3; a score of 2 or 3 indicates an actionable need) as shown in Table 19.

Table 19. Modules on the Child Adolescent Needs and Strengths (CANS) Assessment

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

In FY 2020-21, staff from four funded programs provided by Acknowledge Alliance, FLY, StarVista, and YMCA completed a total of 743 CANS assessments: 388 at baseline and 355 at follow-up or program completion (Table 20).³⁷ A total of 315 youth had both a baseline and follow-up assessment. Of the 388 youth with at least a baseline assessment, 182 youths were receiving JJCPA funded-services and 206 youth were receiving JPCF-funded services at their most recent assessment. The percentage of youth with both a baseline and follow-up assessment was 69% for JJCPA and 92% for JPCF.

Table 20. Number of Youths with CANS Assessments by Funding Stream

FUNDING STREAM	BASELINE	FOLLOW-UP	BOTH BASELINE AND FOLLOW-UP (% OF BASELINE)
JJCPA	182	159	126 (69%)
JPCF	206	196	189 (92%)
TOTAL	388	355	315 (81%)

Youth Strengths

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

Overall, youths served by Probation-funded programs averaged 6.2 strengths. Of the 386 youths with a complete initial strength assessment, 89% had at least one centerpiece or useful strength identified to support treatment plans and goals, and 65% had at least one centerpiece strength identified (Table 21). Youth served under JJCPA had more strengths identified than those in JPCF (7.7 vs. 4.9, respectively), and a higher proportion of JJCPA youths had at least one useful or centerpiece strength than did JPCF youths.

³⁷Staff are certified to administer the CANS every 12 months, however one staff was confirmed not certified and two were unable to be confirmed at the time of this report. This may have a small impact on the overall quality of the CANS assessment results.

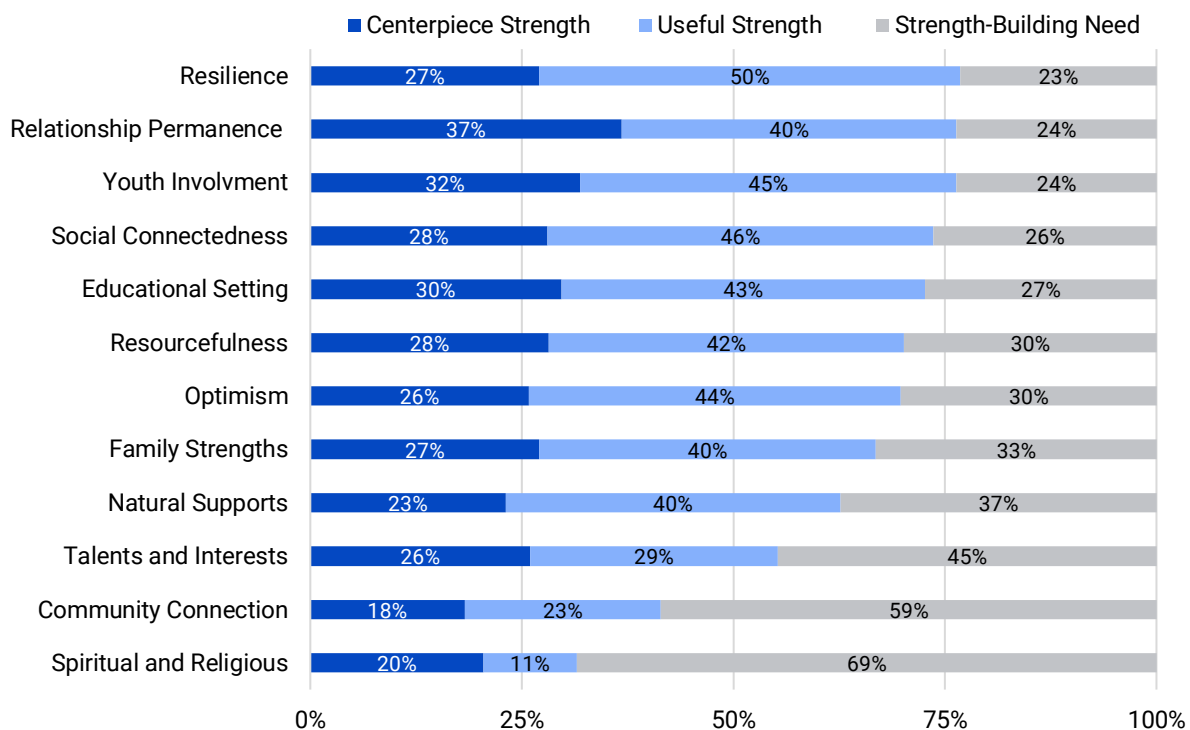
Table 21. Number of Youths with CANS Assessments by Funding Stream

FUNDING STREAM	N	AVG NUMBER OF STRENGTHS	% WITH A USEFUL OR CENTERPIECE STRENGTH	% WITH A CENTERPIECE STRENGTH
JJCPA	182	7.7	99%	80%
JPCF	206	4.9	81%	52%
TOTAL	388	6.2	89%	65%

JJCPA

As depicted in Figure 5, three out of every four JJCPA-funded youths had: 1) stable and permanent relationships they could rely on (Relationship Permanence, 77%), of which 37% had this as a centerpiece strength, 2) demonstrated resilience (77%) despite challenges, and 3) were actively engaged in their rehabilitation and growth (Youth Involvement, 77%). Nearly three-quarters of youths could also lean on social connections for support (Social Connectedness, 74%), their Educational Setting (73%), connected to peers, and were resourceful in finding external sources of support to help them manage their lives (Resourcefulness, 70%). In addition, holding positive future expectations (Optimism, 70%), having family as support (Family Strengths, 67%), and having a mentor or person outside their family as support (Natural Supports, 63%) were also identified as strengths for two out of every three youths served. Areas of strength-building for one-half or more of the youths included greater Spiritual or Religious (31%) affiliation and connection to community (41%).

Figure 5. Percentage of JJCPA Youths with Each Strength at Baseline

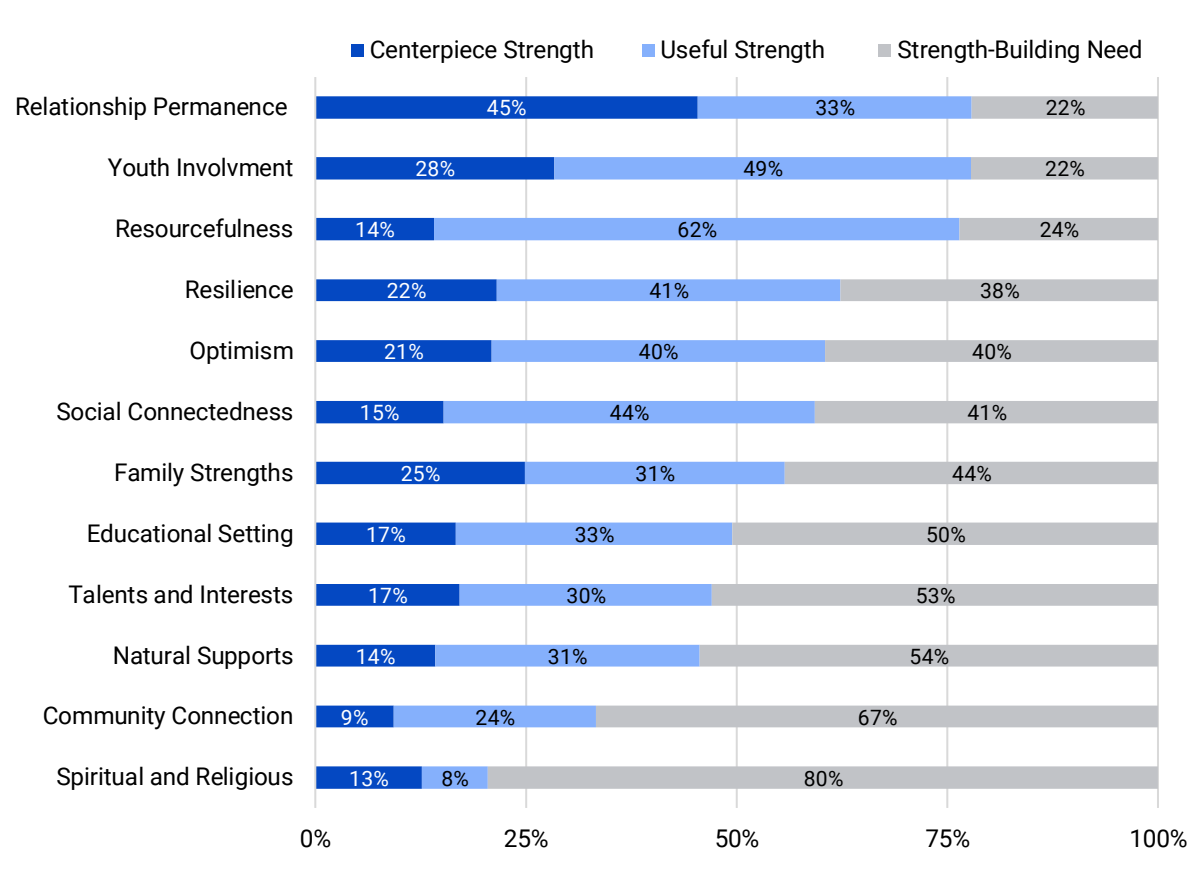


N=172-182 across strength areas. Items are ordered from smallest to largest strength-building need from top to bottom. Percentages may not total 100 due to rounding.

JPCF

As depicted in Figure 6, over three-quarters of JPCF-funded youths had: 1) stable and permanent relationships to rely on (Relationship Permanence, 78%), of which 45% had this as a centerpiece strength, 2) were actively engaged in their rehabilitation and growth (Youth Involvement, 77), and 3) were resourceful in finding external sources of support to help them manage their lives (Resourcefulness, 76%). Compared with JJCPA youths, the percentage of JPCF youths with the remaining strengths was smaller, with around 60% of youths possessing significant Resilience (63%) and Optimism (61%), as well as Social Connectedness (59%) and Family Strengths (56%). The remaining five strengths were identified for less than one-half of JPCF youth, including: Identification of their own Talents and Interests (47%), having a mentor or other nonfamilial support (Natural Supports, 45%), Community Connection (33%), and Spiritual or Religious affiliation (21%). When present, these strengths can help youths discover positive outlets and passion areas, as well as support a positive sense of self and place in their supportive social groups and in their broader communities.

Figure 6. Percentage of JPCF Youths with Each Strength at Baseline



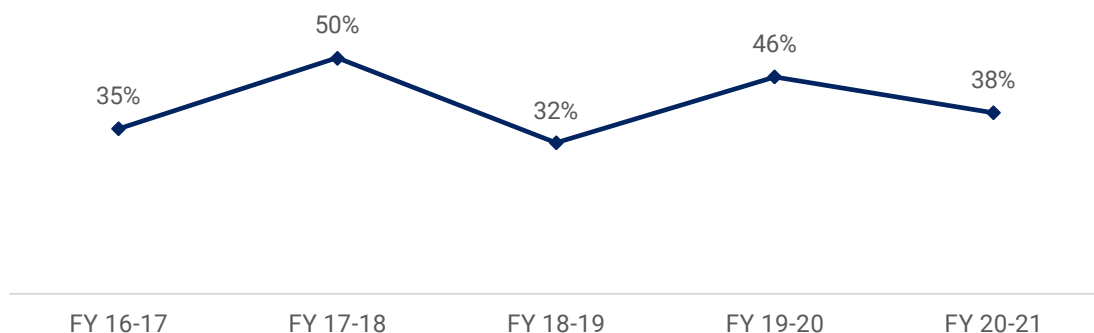
N=81-205 across strength areas. Items are ordered from smallest to largest strength-building need from top to bottom. Percentages may not total 100 due to rounding.

Youth Needs

Across all CANS needs modules and items assessed in FY 2020-21, 38% of 388 youths had three or more actionable needs identified (i.e., a rating of two or three on an item) on their baseline CANS assessment. This was a decrease of eight percentage points from FY 2019-20 and closer to the percentage reported for FY 2018-19. Over the past five years, the rate of youth with three or more actionable needs has ranged between 32% and 50%. When disaggregated by funding stream in FY 2020-21, large differences are noted, with 59% of JJCPA-funded youth compared with 18% of JPCF youth with three or more actionable needs.

Thus, the data so far suggest that JJCPA-funded youth have more needs on average compared with JPCF-funded youths. However, JJCPA-funded youth also have more individual or contextual strengths to support them to address identified needs.

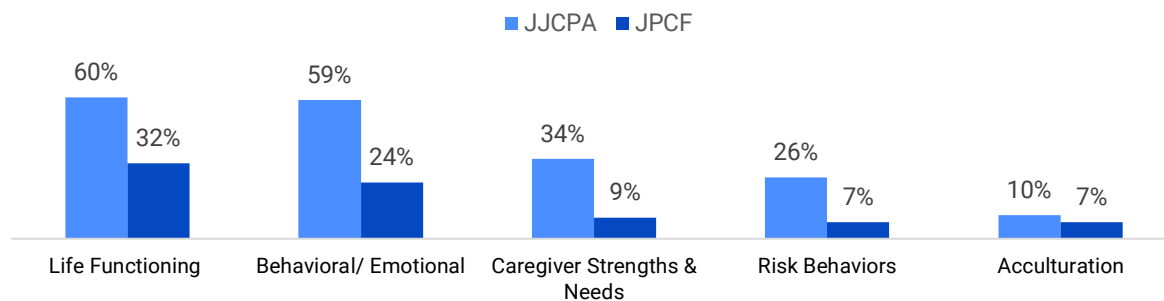
Figure 7. Percentage of Youths with Three or More Actionable Needs at Baseline



FY 2016-17 n=722, FY 2017-18 n=980, FY 2018-19 n=741, FY 2019-20 n=604, FY 2020-21 All n=388. Starting FY 2020-21, every module of the CANS was completed for every youth assessed. Some modules were optional for CBOs in past years and some programs no longer complete the CANS. These changes may have impacted the percentages of youths identified with needs this fiscal year compared to prior fiscal years.

As depicted in Figure 8, nearly one-half of the youths with a baseline CANS assessment had at least one actionable need identified in *Life Functioning* (46%), which includes school-related needs. Forty percent of all youths had a *Behavioral/Emotional* need, which includes adjustment to trauma and substance use issues. In addition, nearly one out of every five youths had needs related to their caregiver’s role in supporting them (19%). Across all youths assessed this fiscal year, about one-half the percentage of youths had actionable needs to address risk behaviors, including delinquency this fiscal year compared with the prior fiscal year (16% for FY 2020-21 vs. 33% for FY 2019-20). Acculturation needs were reported for approximately every one-in-ten youths served. A higher percentage of JJCPA-funded youths than JPCF-funded youths had needs identified for each CANS module.

Figure 8. Percentage of Youths with at Least One Need Per CANS Core Module at Baseline



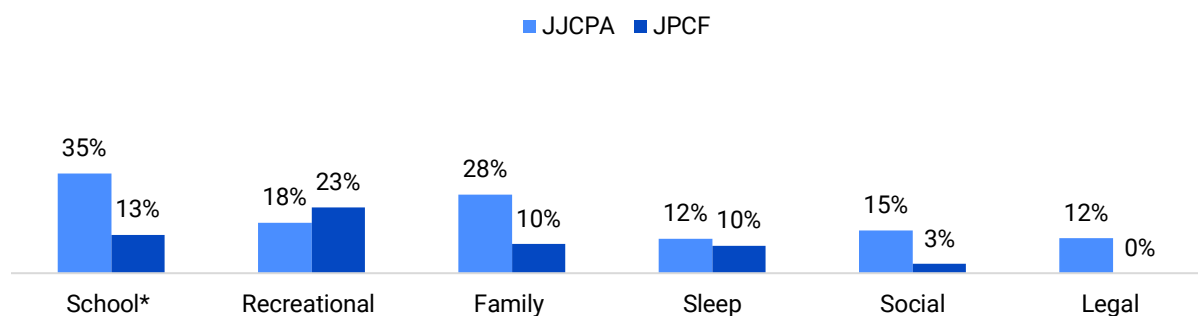
For JJCPA/JPCF: Life Functioning (n= 174/187), Behavioral/Emotional (n=182/204), Caregiver Strengths & Needs (n=126/186), Risk Behaviors (n=182/205), Acculturation (n=182/88). Sample sizes vary due to missing values. An actionable need is defined as a score of a 2 or 3 on an item.

The two modules with the highest percentages of actionable needs, along with the secondary modules within those modules, are described in more detail below.

Life Functioning Module

Individual items within *Life Functioning* address the needs to support positive social interaction and functioning in the many contexts of a youth’s life (Figure 9). Approximately one-quarter of assessed youths needed support to reduce barriers to school performance (24%), to access opportunities for recreation 19%, and/or to improve family relationships (19%). In almost all instances, the percentage of youths in need for JJCPA exceeded the percentage of youth in need for JPCF.

Figure 9. Percentage of Youths with Each Life Functioning Need at Baseline



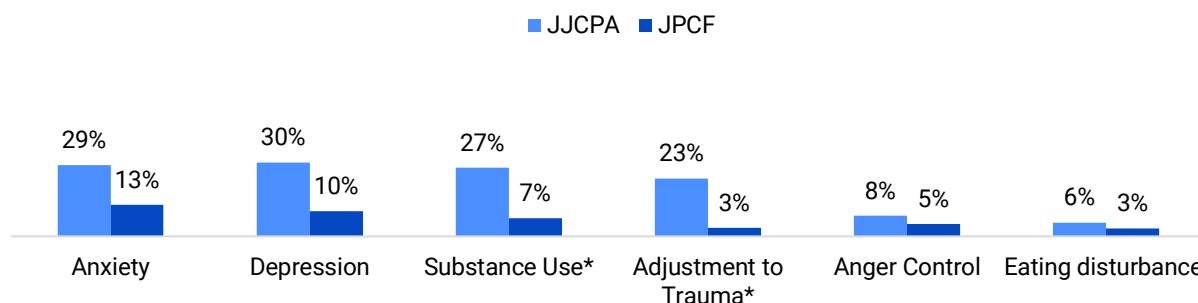
*For JJCPA/JPCF School (n=166/178), Recreational (n=174/69), Family (n=174/186), Sleep (n=174/187), Legal (n=171/69), Social (n=174/187). Items not displayed include: Judgment/Decision-making (1%/1%, n=173/187), Living Situation (9%/4%, n=174/187), Developmental/Intellectual (1%/1%, n=172/187), Medical (3%/1%, n=172/183), Physical (4%/0%, n=171/183), and Sexual Development (1%/1%, n=172/187). *Results include needs identified on core items or secondary modules.*

Specific needs reported for 344 youths in the *School* secondary module indicate that one-quarter (28%) of youths needed support for school achievement, and 14% needed support for attendance, with a higher proportion of JJCPA youths with these needs (35% and 21%, respectively).

Behavioral/Emotional Needs Module

Items within the *Behavior/Emotional Needs* module assess the behavioral health of youths consistent with clinical levels of dysfunction or distress. Approximately one out of every five youths assessed had actionable needs related to symptoms of clinical anxiety, depression, and/or substance abuse (Figure 10). Nearly one out of every seven youths had actionable needs related to adjusting to trauma. JJCPA-funded youths have markedly higher percentages of youth with behavioral/emotional needs than JPCF-funded youths.

Figure 10. Percentage of Youths with Each Behavioral/Emotional Need at Baseline



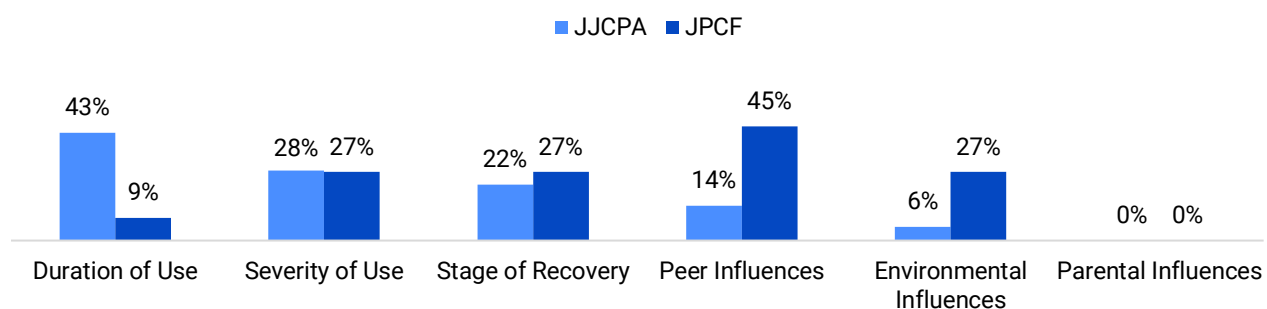
*For JJCPA/JPCF Anxiety (n=182/206), Depression (n=182/206), Adjustment to Trauma (n=181/206), Substance Use (n=182/205), Anger Control (n=182/206), Eating Disturbance (n=181/65). Items not displayed include: Impulsivity/Hyperactivity (7%/1%, n=181/206), Oppositional (1%/1%, n=182/203), Conduct (1%/0%, n=182/205), and Psychosis (0%/0%, n=182/206). *Results include needs identified on core items or secondary modules.*

The *Substance Use* and *Adjustment to Trauma* secondary modules of the CANS assessment are completed for youths who are identified with an actionable need, with a history of need, or with an indication of a need for preventive steps to address issues related to substance use or trauma.

Substance Use

Of the 47 youths with an identified substance use concern at baseline and assessed on the secondary *Substance Use* Module, one-third (Duration of Use, 35%) had used alcohol or drugs longer than one year, 28% (Severity of Use) actively used, and one-quarter of youths identified as experiencing negative consequences because of their substance use were either in denial about having a problem or recognized the issue but were not yet ready to take steps toward recovery (Stage of Recovery, 23%) (Figure 11). One-fifth were supported by a peer group that used substances (Peer Influences, 21%). JPCF-funded youth with a substance use need were more likely to be relatively new users, with only 9% reported use of more than a year.

Figure 11. Percentage of Youths with Each Substance Use Need at Baseline

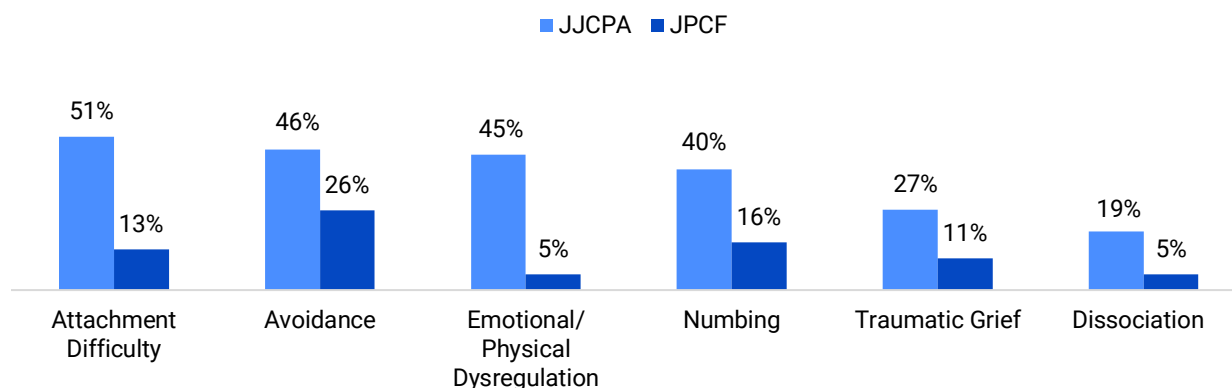


Percentages and sample sizes reported are of the youths with an identified need on the Substance Use module for JJCPA/JPCF: Duration of Use (n=35/11), Severity of Use (n=36/11), Peer Influences (n=36/11), Stage of Recovery (n=36/11), Environmental Influences (n=36/11), Parental Influences (n=36/11).

Stress Symptoms from Trauma

The results showed that of the 102 youths identified with trauma-related symptomology and assessed on the secondary *Trauma Stress Symptom* Module, nearly one-half of youths with an actionable trauma need had attachment difficulties (45%) and/or experienced avoidance (43%) behavior (Figure 12). Over one-third of youths experienced difficulties regulating emotional arousal, emotional expression, and energy states (Emotional/Physical Dysregulation, 37%), as well as emotional numbing (35%). The most prevalent sources of trauma included emotional abuse (22%), witnessing family violence (16%), and physical abuse (15%). These were reported more frequently by JJCPA-funded youth. However, JPCF-funded services may have lower rates because the services are less intensive and have fewer mental health services as JJCPA. Therefore, experiences of trauma may not be shared with some JPCF providers.

Figure 12. Percentage of Youths with Each Trauma Symptom at Baseline



Percentages and sample sizes reported are of the youths with an identified need on the Adjustment to Trauma module for JJCPA/JPCF: Attachment Difficulty (n=83/15), Avoidance (n=82/19), Emotional/Physical Dysregulation (n=83/19), Numbing (n=83/19), Traumatic Grief (n=83/19), Dissociation (n=83/19). Item not displayed: Re-experiencing/Intrusions (18%/11%, n=83/19).

Change Over Time in Ratings of CANS Strengths and Needs

The analysis of change over time in youths’ strengths and needs is based on matching baseline and follow-up assessments to reflect the change in the number of youths with actionable needs in each domain over time. For FY 2020-21, 315 youths had both a baseline and follow-up assessment, 126 JJCPA youths and 189 JPCF youths (Table 20).

Strengths

Of the 313 youths assessed on the CANS strengths module, the percentage identified with centerpiece strengths increased over time by up to six percentage points (Table 22). This indicates that 16 youth who did not have a centerpiece strength when starting services had at least one identified at follow-up. Although some youth funded by JPCF gained centerpiece strengths, the percentage of youth who were still in need was high compared with JJCPA youths (55% compared with 84% at follow-up).

Table 22. Percentage of Youths with a Centerpiece Strength, by Funding Stream

FUNDING STREAM	N	% WITH A CENTERPIECE STRENGTH	
		Baseline	Follow-up
JJCPA	126	79%	84%
JPCF*	189	49%	55%
TOTAL*	315	61%	66%

*Statistically significant change, paired T-tests, p < .05.

Actionable Needs

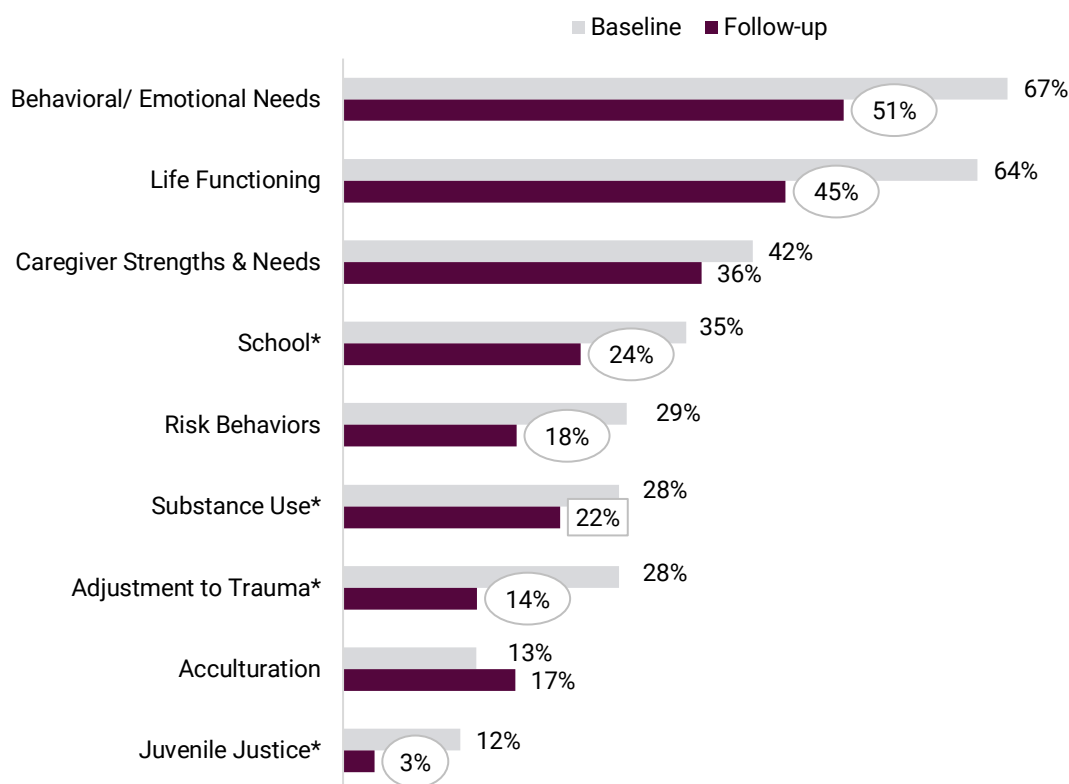
As seen in Figures 13 and 14, significant decreases in the number of youths with actionable needs occurred for three of the six core areas of need, including:

- Life functioning needs, including school-related needs
- Behavioral and emotional needs, including adjustment to trauma and the effects of substance use

- Risk behaviors, including juvenile justice needs

For JJCPA-funded youth, significant changes were detected in the number of youth with actionable needs to address issues related to behavioral/emotional functioning which include adjustment to trauma and substance use; life functioning which include problems related to school; and risk behaviors which include those related to juvenile justice involvement (Figure 13). Specifically, half of the youth with identified challenges adjusting to trauma at baseline were coping more effectively at follow-up. Similarly, three-quarters of the youths engaged in risk behavior that increased risk for things like juvenile justice involvement were receiving the support that they needed or they no longer needed intervention at follow-up. Acculturation needs did not appear to be resolved for youths identified with an issue.

Figure 13. Change in Percentage of JJCPA-Funded Youths with Actionable Needs Over Time



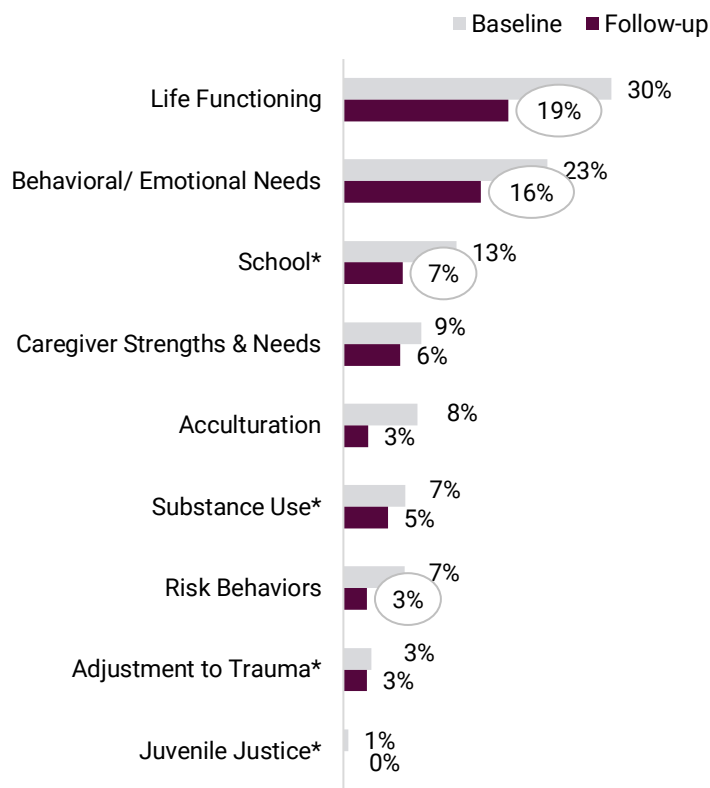
*Behavioral/Emotional Needs n=126, Life Functioning n=118, Caregiver Strengths and Needs n=77, School n=112, Risk Behaviors n=125, Adjustment to Trauma n=125, Culture n=126, Juvenile Justice n=126 Substance Use n=126. *Results include a combination of core and secondary module items. Note: Circles indicate significant decreases from baseline to follow-up assessment (p < .05) and squares indicate a result approaching statistical significance (p < .06).*

Similar results were found regarding abatement of needs in key areas for JPCF-funded youth (Figure 14). A significant proportion of youth no longer had actionable needs in life functioning which included a decrease in need to address school-related issues such as attendance, were connected to services to address behavioral and emotional needs, and engaged in less risk behavior. Specifically, life functioning and behavioral and emotional needs declined for a third of youth identified with a need. Among those with a school issue (such as attendance, tardiness, or performance) at baseline (13%), half of these youth were either receiving the support that they needed or they no longer needed intervention at the time of follow-up (7%).

Decreases in youths' needs suggest that many actionable needs are being addressed in ways that promote behavioral and emotional health and the ability to function more effectively in various life

domains (e.g., with peers or family, or at school), boost internal and relational attributes, and reduce delinquent behavior. It is important to note that relationships with youth change over time, as do life circumstances that may bring additional assets or challenges forward. Working with youth over time may result in newly identified needs or a loss of a centerpiece strength that does not necessarily indicate a negative outcome or service gap. Youths may feel more comfortable communicating openly with staff about their needs, or additional needs may arise while they are receiving services. Thus, the degree to which youths are making positive changes may be underestimated in this report.

Figure 14. Decrease in Percentage of Youths with Actionable Needs Over Time



*Life Functioning n=172, Behavioral/Emotional Needs n=187, School n=165, Caregiver Strengths and Needs n=171, Acculturation n=72, Risk Behaviors n=188, Adjustment to Trauma n=189, Substance Use n=188, Juvenile Justice n=189. *Results include a combination of core and secondary module items. Note: Circles indicate significant decreases from baseline to follow-up assessment (p < .05).*

Similar to FY 2019-20, caregiver challenges in supporting youth did not improve for many of the youths served, particularly for youth under the JJCPA funding stream. In addition, data from completion of the Acculturation module this year suggests that approximately one in ten youth have a need to resolve linguistic or cultural issues with services, and for JJCPA in particular, those needs are not abating. Because this is the first year that data from this module was widely available, it is recommended that Probation continue to seek out community-based solutions to provide caregiver support and to follow-up with staff completing the CANS to better understand the identified acculturation issues and potential solutions.

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

JJCPA Juvenile Justice Outcomes

JJCPA-funded programs provide data on five youth outcomes:

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

San Mateo County has elected to report these outcomes at 180 days post-entry, as this provides a standardized snapshot of San Mateo County system-involved youths. The past year's cohort of youths, whose six-month milestone occurred in FY 2019-20, served as the comparison or reference group to interpret FY 2020-21 outcomes. ASR provided support for the continued use of the JJCPA Database, for which program and Probation staff enter participant background information and the required outcome data.

The figures in the following section present the justice outcomes across programs for youths whose six months evaluation period occurred in FY 2020-21.³⁸ When reviewing the JJCPA outcome data, there are several important factors to note:

- The number of cases upon which percentages are based varies with program outcomes.³⁹ Program outcomes per number of cases reported are based upon several factors: arrests for new law violations and detentions are for all youths whose six-month evaluation period occurred in FY 2020-21; probation violations are based upon youths who are wards of the court; and completion of restitution to victim and community service are based upon those youths who have been ordered to fulfill those conditions by the court.
- Results for probation violations and arrests for new law violations are based on filed charges, not all of which will necessarily be sustained. Additionally, DPOs may give a youth a probation violation for not following the conditions of their probation, including conditions such as arrests for a new law violation, not attending school, breaking curfew, testing positive for alcohol or drugs, or associating with a gang member. This behavior may result in a consequence that includes a YSC-JH stay but will not necessarily include a police arrest. Based on what counts as a probation violation, a youth with a probation violation may also be among the youths counted as having an arrest.
- Detention rates are for YSC-JH stays for any reason, including arrests for new law violations, probation violations, or DPO-initiated holds (also known as blue-booking). Deputy Probation Officers may place a 24-48 hour hold on a youth as a consequence for truancy or school suspension. Furthermore, court orders for the Family Preservation Program (FPP) allow DPOs to use short-term YSC-JH admits as an approach to stabilize clients or to enforce immediate consequences for actions of youths.
- It is also important to note that youths who have not completed community service or restitution to victim by their 180-day evaluation have not necessarily failed in their attempts to satisfy these conditions. Youths may still be working toward meeting these obligations at the evaluation milestone and have an opportunity to complete them at a later date. The amount of restitution ordered to victims varies but can reach into the thousands of dollars. It commonly takes one year or more to complete formal probation.

Figure 15 portrays the results for all five JJCPA programs. As seen in the figure, when compared with FY 2019-20, San Mateo JJCPA programs had:

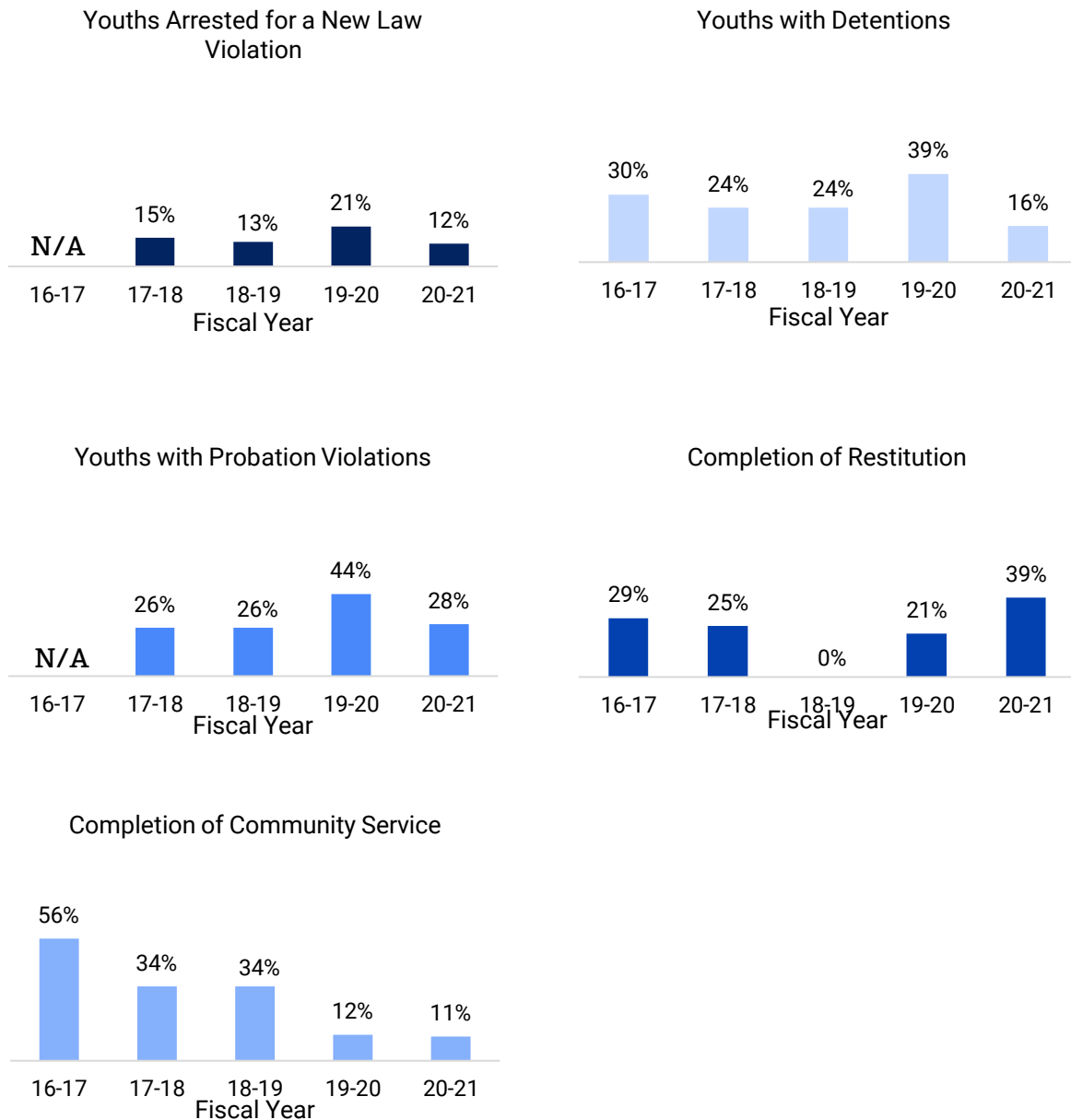
³⁸ Additional information and analysis are provided in each program's individual program report.

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

Evaluation Findings

- Lower percentage of youths arrested for new law violations compared with the prior fiscal year
- Lower percentage of youths with detentions compared with the last four years
- Lower percentage of youths with probation violations compared to the prior fiscal year
- A restitution to victim completion rate higher than the prior fiscal year
- A community service completion rate similar to the prior fiscal year

Figure 15. Juvenile Justice Outcomes, San Mateo County



FY 2020-21 Youths Arrested for a New Law Violation n=138, Youths with Detentions n=138, Youths with Probation Violations n=61, Completion of Restitution n=13, Completion of Community Service n=18.

JJCPA and JPCF Program-Specific Outcomes

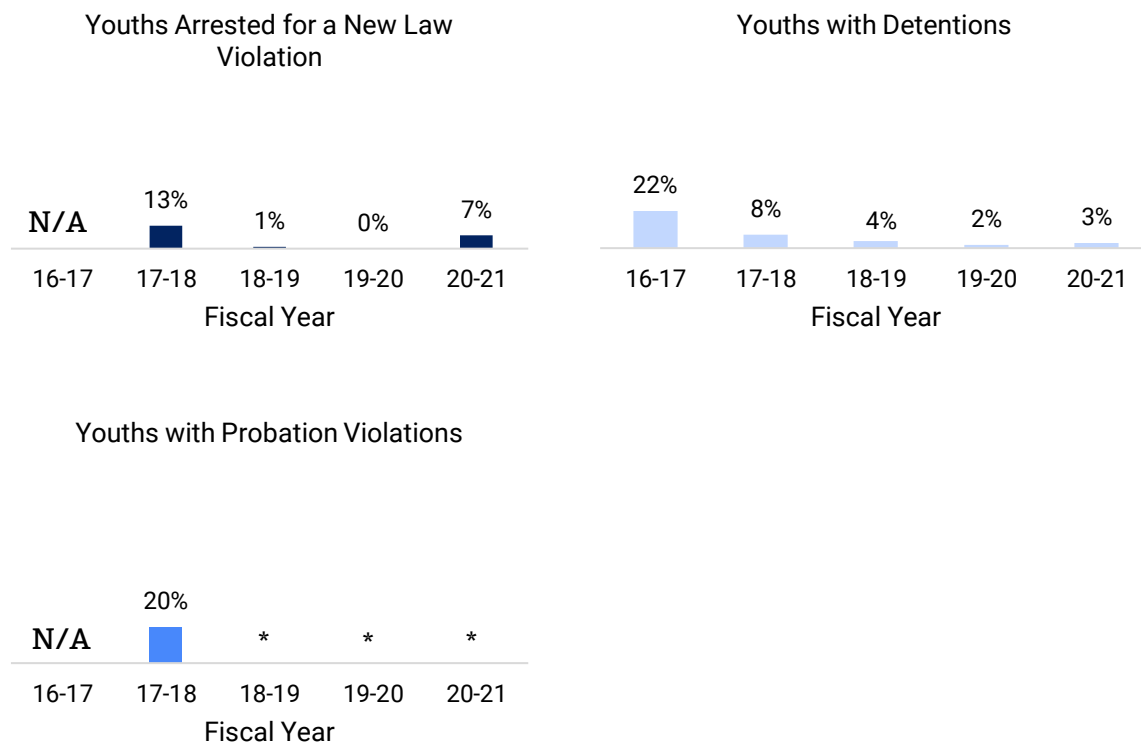
These justice outcomes for JJCPA-funded programs, as well as highlights of program-specific outcome data for all programs that elect to share, are found in the following section. Of note, **justice outcomes are reported only for JJCPA programs that served at least five eligible youths in the fiscal year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

ASC/INV Unit

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

Due to the relatively brief amount of time many youths spend in the ASC/INV Unit, they are unlikely to be receiving ASC/INV Unit services at the time of the evaluation (180 days after program entry). Only three youths (4%) served by the ASC/INV Unit were on formal probation at either entry or their 180-day assessments. As seen in Figure 16, percent of youths arrested for a new law violation and percent of youths with detentions slightly increased from the prior fiscal year.

Figure 16. Juvenile Justice Outcomes for ASC/INV Unit



*FY 2020-21 Youths Arrested for a New Law Violation n=67, Youths with Detentions n=67, Youths with Probation Violations n=3, Completion of Community Service n=1. For sample sizes from other years, please see Appendix C. * Indicates that no youths were in that category in the fiscal year or data were suppressed due to a sample size below five.*

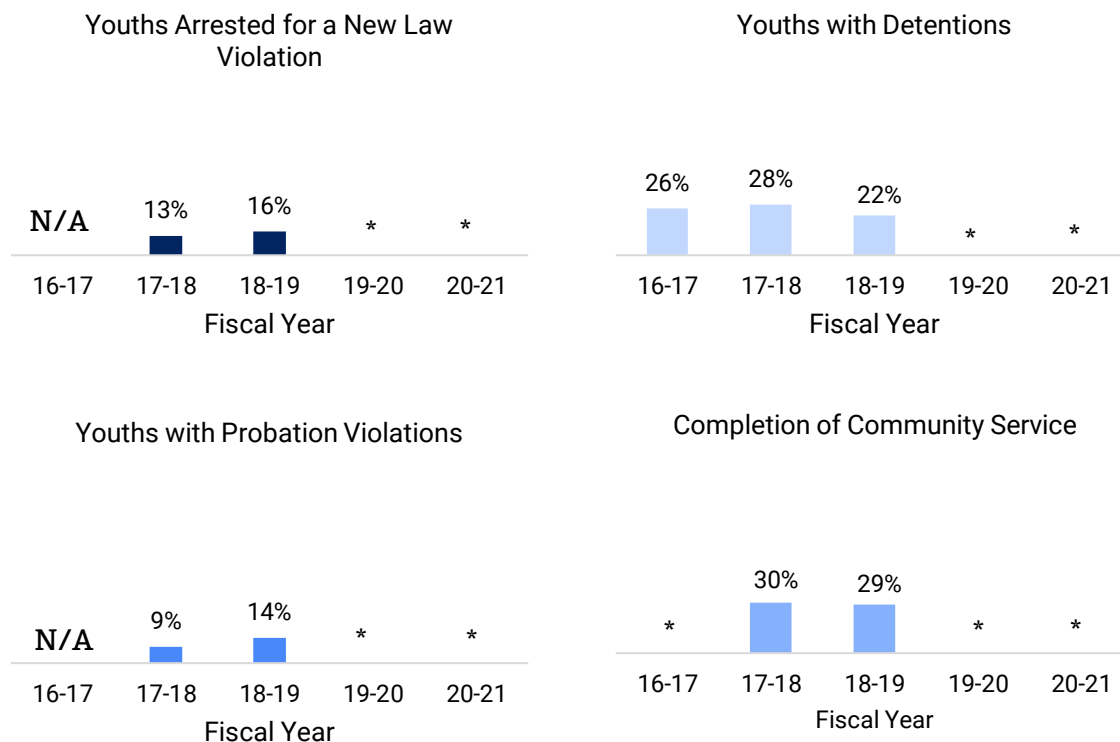
ASC/INV also collected one additional measure to track progress toward its goal of reducing the number and length of YSC-JH stays. From FY 2019-20 and FY 2020-21, the average number of youths in YSC-JH declined by 12%, from 39 to 33 total youths. Between FY 2011-12 and FY 2020-21, the average daily population decreased by 89%.

Acknowledge Alliance

All data are suppressed for youths served by Acknowledge Alliance in FY 2020-21 due to an extremely small sample size (n = 4) of available data. This was a result of restricted VPN access to the justice outcomes database. Past year data are found in Figure 17.

Acknowledge Alliance also provided results from the Children’s Global Assessment of Functioning (GAF) scale, which rates the psychological, social, and school functioning of youth participants on a scale from 1 (functioning poorly) to 100 (functioning well). GAF scores at pre- and post-test were collected for youths who had been seen more than three times. The GAF was administered to youths in the Transition Program only since Acknowledge Alliance did not provide services in Court and Community School Program. The average score on the pre-test was 52.6, with an average of 60.3 on the post-test. The percent change from pre- to post-test in the Transition Program was 14.6%.

Figure 17. Juvenile Justice Outcomes for Acknowledge Alliance



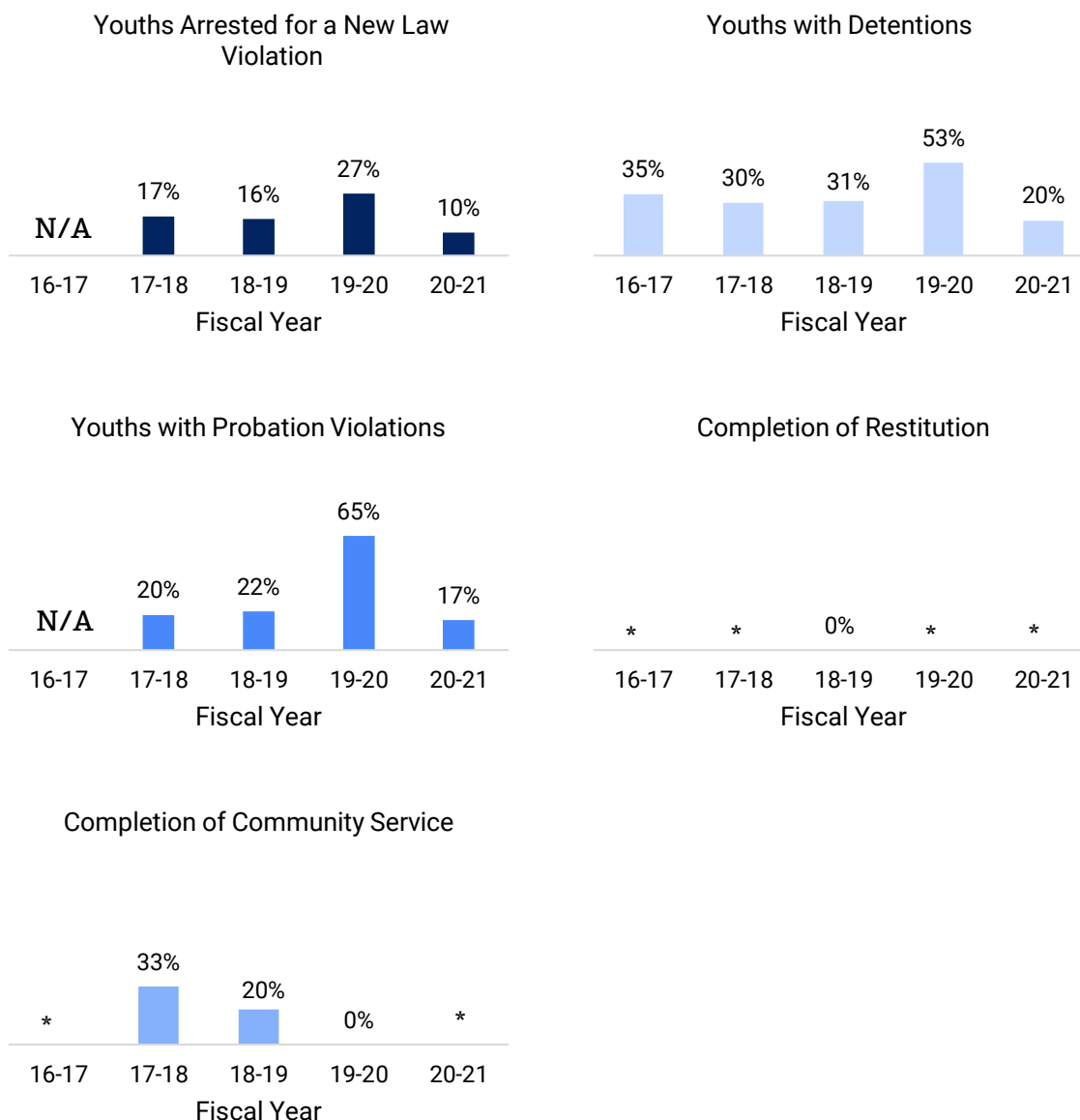
*FY 2020-21 Youths Arrested for a New Law Violation n=4, Youths with Detentions n=4, Youths with Probation Violations n=3, Completion of Community Service n=0. For sample sizes from other years, please see Appendix C. * Indicates that no youths were in that category in the fiscal year or data were suppressed due to a sample size below five.*

Performance measures for Acknowledge Alliance included the percentage of youths in each program who reported that counseling helped them express their emotions constructively and make positive choices for themselves. No services were provided in the Court and Community Schools Program this year. In the Transition Program, 71% of youths reported that counseling helped them to express their emotions constructively, and 67% of youths reported that counseling helped them make positive choices for themselves. Neither of these met the target of 90% and 75%, respectively.

Fresh Lifelines for Youth (FLY)

A total of 60% of 10 youths served by FLY in FY 2020-21 were on formal probation at program entry or 180-day evaluation. As shown in Figure 18, percent of youths arrested for a new violation, percent of youths with detentions, percent of youths with probation violations decreased in FY 2020-21.

Figure 18. Juvenile Justice Outcomes for Fresh Lifelines for Youth (FLY)



*FY 2020-21 Youths Arrested for a New Law Violation n=10, Youths with Detentions n=10, Youths with Probation Violations n=6, Completion of Restitution n=2, Completion of Community Service n=0. For sample sizes for other years, please see Appendix C. * Indicates that no youths were in that category in the fiscal year, or data were suppressed due to a sample size below five.*

FLY also shared data on six additional outcome measures across FLY’s Law and Leadership programs and exceeded all its goals of increasing key developmental assets.

- All FLY participants in the JJCPA Law and Leadership programs (100%) reported that the program gave them more confidence to deal with negative peer pressure. While 96% and 86% of youth in JPCF programs (Law and Leadership, respectively) reported more confidence in dealing with peer pressure.
- All JJCPA participants reported that they were likely to make healthier choices because of the program, and 96% of JPCF Law and 93% of JPCF Leadership were more likely to make healthier choices.
- Nearly all JJCPA FLY participants in the Law and Leadership programs (91% and 100%, respectively) reported that the program gave them access to adult role models. For those in

JPCF Law and Leadership programs, 100% reported that the program gave them access to adult role models.

- Over 90% of participants reported they were less likely to break the law (JJCPA: 91% in Law and 100% in Leadership programs; JPCF: 96% in Law and 93% in Leadership programs)
- The vast majority of JJCPA participants (91% in Law and 80% Leadership programs) reported they wanted to make positive changes after participating in FLY. All JPCF participants (100% in Law and Leadership programs) reported they wanted to make positive changes after participating in FLY.
- For JJCPA, 82% youth in Law and 100% in Leadership had hope for their futures. For JPCF, 96% of youth in Law programs and 93% in leadership programs had hope for their futures.

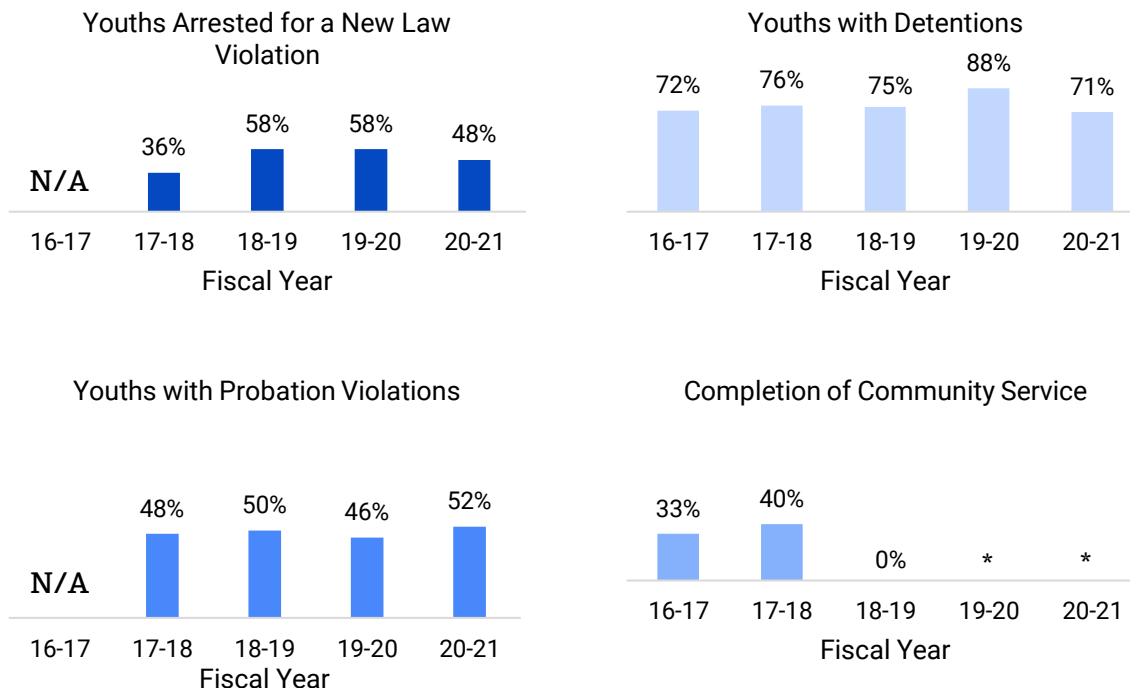
Family Preservation Program (FPP)

All (100%) FPP clients were on formal probation at program entry and at their 180-day evaluation. As seen in Figure 19, percent of youths arrested for a new law violation, and percent of youths with detentions decreased since the prior fiscal year. Youths with probation violations slightly increased compared with FY 2019-20.

Of the four FPP youths who had court-ordered restitution to victim or four youths who had court-ordered community service, no youth completed either of the two services in FY 2020-21.

The Family Preservation Program was also effective in meeting its goal of keeping families intact, underscoring its central goal to keep youths in their homes. None of 21 youths were given an out-of-home placement order in FY 2020-21.

Figure 19. Juvenile Justice Outcomes for Family Preservation Program (FPP)

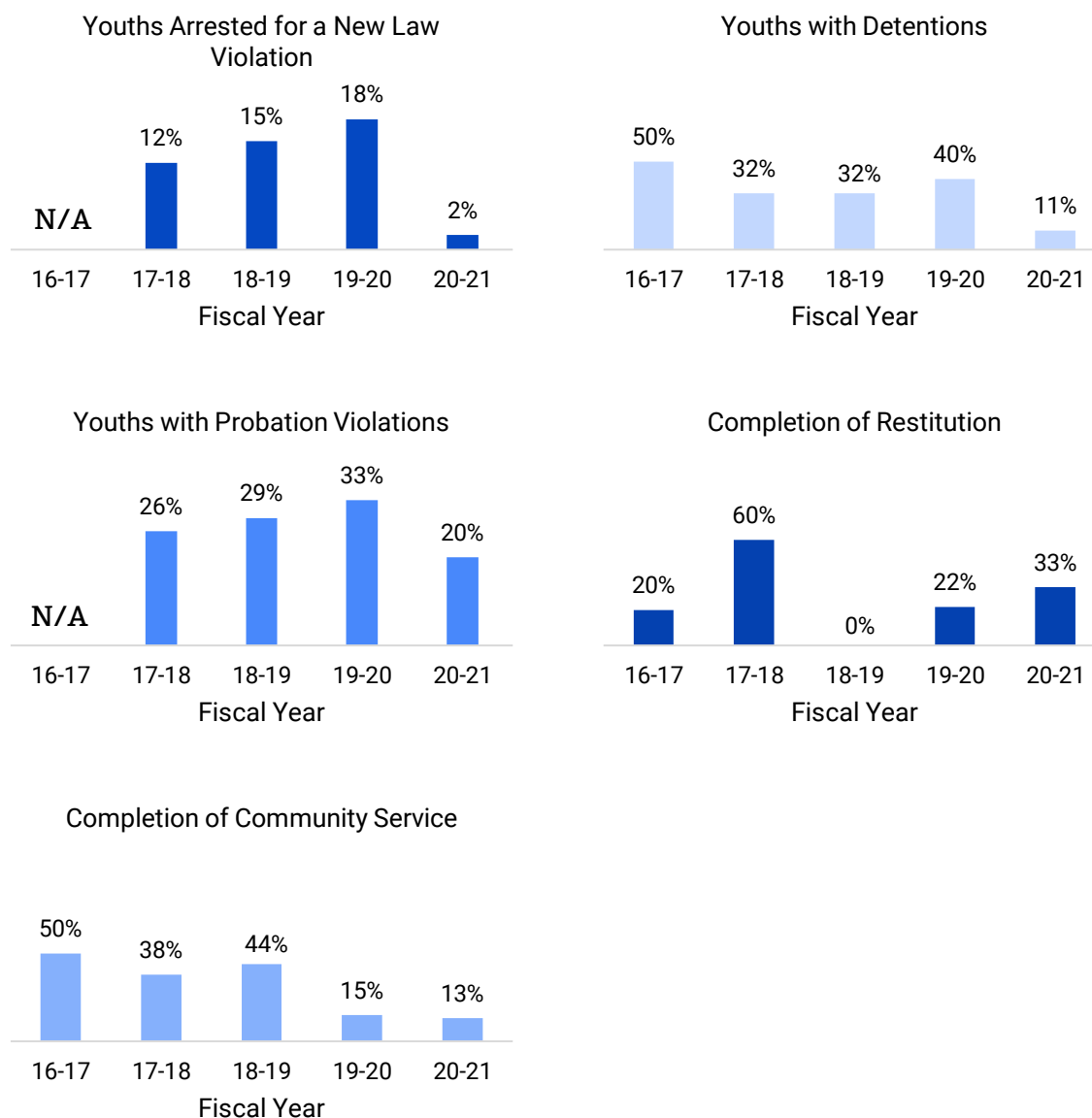


*FY 2020-21 Youths Arrested for a New Law Violation n=21, Youths with Detentions n=21, Youths with Probation Violations n=21, Completion of Community Service n=4. For sample sizes for other years, please see Appendix C. * Indicates that no youths were in that category in the fiscal year, or data were suppressed due to a sample size below five.*

StarVista Insights

Eighty percent (80%) of Insights youths were on formal probation at program entry or 180-day evaluation. As shown in Figure 20, youths arrested for a new law violation, youths with detentions, and youths with probation violations decreased compared with the prior fiscal year. Of the Insights youths who had court-ordered restitution to victim, 33% completed it, a slight increase from FY 2019-20, and the percentage of youths who completed court-ordered community service decreased to 13% from 15% in FY 2020-21.

Figure 20. Juvenile Justice Outcomes for StarVista Insights



FY 2020-21 Youths Arrested for a New Law Violation n=44, Youths with Detentions n=44, Youths with Probation Violations n=35, Completion of Restitution n=9, Completion of Community Service n=16. For sample sizes for other years, please see Appendix C.

This year Insights set and met both of the program goals for their youths to achieve over the course of the fiscal year: improvements in decision-making (84%) and progress toward an identified goal (84%).

StarVista VIA

StarVista's VIA program had three additional measures and met one of their three goals: youth who engage in mediation and accomplish a plan of reparation with their victims (60%), but did not meet the outcomes of youth having an increased understanding of their impact of criminal behavior (75%) nor youth self-report survey completion rate (75%). However, 100% of youth who completed the program demonstrated an increased understanding of the impact of their criminal behavior on victims and the community.

StarVista SOY

SOY designed program goals for its youths to achieve based upon the CANS assessment. In FY 2020-21, SOY had three measures based on the CANS assessment: decreased needs in life function domains, in risk behaviors, and behavioral/emotional needs. SOY nearly met their goal for improvement in risk behavior needs. However goals in other need areas were not met.

Boys and Girls Clubs of the Peninsula (BGCP)

BGCP developed four additional measures specific to its activities to further understand outcomes of youths in the program. BGCP exceeded three out of four FY 2020-21 targets, including the percentage of youths feeling physically and emotionally safe at BGCP (92%), the percentage of youths who developed supportive and positive relationships at BGCP (96%), and the percentage of youths who were engaged and developed skills as a result of the program (82%). BGCP did not achieve its objective for retaining students longer in the program.

Success Centers

Success Centers selected three performance measures to review the outcomes of youth in their programs. They achieved one of its three JPCF performance measures, the monthly employer spotlights. They held 44 employer spotlights throughout the year. They did not achieve the other objectives of youth with improved soft/hard skills following participation (the goal was met for two of the three reported quarters) and youth who apply for employment hired (two youth were hired).

YMCA of San Francisco School Safety Advocates (YMCA)

YMCA and Probation developed four additional measures specific to YMCA activities to further understand outcomes of youths in the program. This fiscal year, YMCA exceeded the outcomes to increase in understanding the impact of their criminal behavior (94%) and engagement in mediation and a reparation plan (87%). However, it did not achieve its objectives for youths reporting greater engagement in and connection to their school (82%) and did not have enough youth engaging in alcohol and drug prevention groups.

Progress on Recommended Local Action Plan Strategies

The 2020-2025 Local Action Plan process identified five core strategies to address the needs of youths and their families and to promote the desired outcomes of: improved behavioral health, the cultivation of positive pathways for youth, strong family engagement and support, improved access to high-quality and culturally responsive services, and well-coordinated and responsive systems to prevent justice involvement (Table 23).

Table 23. Summary of Priority Areas, Key Opportunities, & Potential Outcomes (*included in prior LAP)

PRIORITY AREAS	KEY OPPORTUNITIES	POTENTIAL OUTCOMES
BEHAVIORAL HEALTH		
Mental Health*	Increase availability of treatment modalities that work for at-risk youth	Stronger engagement in services and improved treatment outcomes for youth
Substance Use*	Expand participation in addiction programs designed for youth	Increase in the number of youths in treatment and managing their substance use
Trauma-specific	Increase individualized services to mitigate the effects of trauma in youth's lives	Increase in the number of youths accessing services to address trauma; Increase in ability to cope with trauma-related stress
School-based Counseling	Increase capacity to provide mental health services and supports for youth at school	Increase in the number of youths accessing MH/BH services
Family Therapy	Provide evidence-based programs focused on strengthening family relationships and understanding trauma	Increase family functioning; Improve family communication
POSITIVE PATHWAYS FOR YOUTH		
Prosocial Opportunities	Increase asset building and leadership in 'hours of opportunity'	Youth strengthen developmental assets/protective factors; Increase self-efficacy; Decrease justice-involvement
Mentorship*	Connect youth with consistent and reliable mentors	Increase the number of youths who have at least one caring adult in their life; Increase the number of youths who stay on track
School Engagement	Increase opportunities and programs to reduce truancy, and increase connection to school	Decrease school absenteeism and dropout rates

Progress on Recommended Local Action Plan Strategies

Technical and Career Training*	Seek partnership with local companies for training and internship opportunities	Increase youth's career skills and job opportunities with local companies
Innovation in Juvenile Justice	Collect data to evaluate the quality of implementation and impact of innovative programs	Understand the reach and impact of innovative programs in the short and longer term; Demonstrate a decrease in arrest and recidivism rates
Re-Entry Support*	Increase capacity of psychiatric social workers and wraparound teams to keep youth on a positive path post-release; Warmer handoffs for greater continuity of pre- to post-release services	Increase access to MH/BH and education services during re-entry; Decrease recidivism
PARENT EDUCATION AND SUPPORT		
Family Engagement*	Meet families where they are to connect them to community supports and other resources	Increase the number of families accessing support; Increase family functioning and social supports
Parenting Skills	Engage families in services that support positive parenting skills	Increase the number of families who learn the skills to provide the balance of structure and support youth need
ACCESS TO EFFECTIVE SERVICES		
Barriers to Access Services	Increase affordability for at-risk youth and families to access beneficial services	Increase in the number of families who overcome financial barriers to access services
Culturally & Linguistically Responsive Services*	Increase cultural sensitivity of materials and services; Increase availability of services in home languages (e.g., MH services in Spanish)	Increase the number of youth and families who access and benefit from services
Program Quality & Sustainability	Increase funding for quality programs that benefit at-risk youth	Increase funding to sustain innovation and programs with demonstrated effectiveness; Increase the number of youth who stay connected to programs and services that help them
ALIGNMENT AND COORDINATION OF SYSTEMS		
Align and Coordinate Services	Outreach to understand the communication needs of providers and develop methods to meet those needs (e.g., re-establish multidisciplinary provider teams for incarcerated youth)	Increase communication among providers; Increase the number of youths whose needs are addressed in a more coordinated way

Progress on Recommended Local Action Plan Strategies

Prevention & Early Intervention System	Coordinate cross-sector PEI early warning partnership to identify and address risk at onset	Increase the number of children and youth who improve behavior and coping skills that decrease their likelihood of entry into the justice system
Trauma-Informed*	Reinvest in comprehensive cross-sector trauma-informed training and community of practice	Providers and educators better understand trauma and how to respond to trauma-based behavior in children and youth

Summary of Funded Programs and Strategies

As seen in Table 24 below, JJCPA and JPCF-funded programs provide a continuum of services for youths and their families that align with the areas of focus established in the current LAP.

Table 24. Strategies by Funding Source and Program

JJCPA PROGRAMS	STRATEGY
Acknowledge Alliance	Psychotherapy
Juvenile Assessment Center/Investigations Unit	Information and referral to services for alcohol and drug treatment, behavioral skills, development/decision-making skills
Family Preservation Program (FPP)	Referrals to family therapy, information, and referral for services for alcohol and drug treatment, behavioral skills, development/decision-making skills
Fresh Lifelines for Youth (FLY)	Mentors, leadership, service learning, behavioral skills, decision-making skills, law education
StarVista Insights	Alcohol and drug treatment, behavioral and decision-making skills
JPCF PROGRAMS	STRATEGY
Boys and Girls Clubs of the Peninsula (BGCP)	After-school enrichment, academic support, mentors
StarVista SOY	Counseling and asset development, information, and referral for services (case management), drug and alcohol education
YMCA of San Francisco School Safety Advocates	Counseling including behavioral skills and decision-making skills, conflict resolution, information, and referral for services
FLY	(same as for JJCPA funding)

2020-2021 LAP Progress by Priority Area

As the first fiscal year of the 2020-2025 LAP, the following section delineates the ongoing and new efforts in FY 2020-21 in response to the priorities of the new LAP. Below is a summary table of the LAP priority outcome areas and the highlights of activities and progress made toward desired changes during the LAP ending in 2025 (Table 25).

Table 25. Summary of 2020-21 LAP Priority Outcome Areas, Current Activities, and Results

OUTCOME AREA	CURRENT ACTIVITIES, RESULTS, AND NEEDS
BEHAVIORAL HEALTH	
Mental Health	<ul style="list-style-type: none"> ✓ Acknowledge Alliance used GAF, a 100-point scale used by mental health clinicians to measure psychological, social, and school functioning for children ages six to 17. The youths had a 14.6% increase in GAF scores from pre- to post-test overall. ✓ YMCA uses Art Therapy to assess needs of youth and assist in soothing and regulating youths in crisis. ✓ Over 65% of youths served by Acknowledge Alliance's Transition Program reported that counseling helped them express their emotions and make positive choices. ✓ CANS assessment results suggest that programs are lessening or ameliorating psychosocial needs for many JJCPA- and JPCF-funded youths.
Substance Use	<ul style="list-style-type: none"> ✓ Insights uses Seeking Safety curriculum with its clients to help youths attain safety from symptoms of trauma and substance use. ✓ Insights and YMCA also utilize the Mindfulness Based Substance Abuse Treatment (MBSAT) to enhance youth awareness around substance use. ✓ SOY & YMCA use Dialectical Behavior Therapy (DBT) to target substance use disorder. ✓ CANS assessment results suggest that programs are lessening or ameliorating substance use issues for many JJCPA-funded youths.
Trauma-specific	<ul style="list-style-type: none"> ✓ Five of eight programs report using Trauma-informed care, practices, or systems. ✓ FLY uses Social-Emotional Learning (SEL) activities to transform trauma into opportunities for healing and help youth develop their own leadership identity. ✓ SOY & YMCA utilize Seeking Safety to help youths attain safety from trauma and/or addiction. ✓ Over 90% of youths in the BGCP program reported feeling physically and emotionally safe in the program.
School-based Counseling	<ul style="list-style-type: none"> ✓ StarVista and YMCA's clinicians relied on telehealth for therapy sessions for most of the school year due to pandemic-related school closures. ✓ As soon as schools reopened in the spring of 2021, Acknowledge Alliance clinicians resumed in-person therapy for interested students.
Family Therapy	<ul style="list-style-type: none"> ✓ StarVista's SOY program and YMCA's School Safety Advocates provide family counseling.

POSITIVE PATHWAYS FOR YOUTH	
Prosocial Opportunities	<ul style="list-style-type: none"> ✓ BGCP, FLY, and Success Centers use curriculum and interventions that focus on building and boosting youths’ strengths and developmental assets. Project-based learning activities and leadership focused Torch Club and Keystone Club participants access opportunities to provide community service, exercise skills as peer leaders, and design programming to benefit their peers. Youths in BGCP programs feel a sense of belonging, support, and safety, with social and emotional learning a key component of all BGCP programs. ✓ All youth accepted into FLY’s Leadership program learn how to set personal, educational, and professional goals, and to engage in leadership and community activism. With guidance from FLY case managers, youths design, plan, and engage in a service-learning project to address an issue in their communities. In addition to providing community service to their neighborhoods, youths understand how their choices and actions can create positive outcomes for themselves and others. ✓ Success Centers’ HI-Key services include blended life skills training that prepares youths to build confidence, set goals, resolve conflict, manage stress, and develop a positive self-image and sense of hope and purpose for their futures. ✓ CANS data suggest that many youths increase internal, relational, and community-based assets while receiving funded services.
Mentorship	<ul style="list-style-type: none"> ✓ FLY and BGCP linked youths with mentors to support healthy development and help navigate challenges and opportunities. ✓ 96% of youths served by BGCP reported developing positive and supportive relationships. ✓ At least 90% of youths participating in FLY’s implemented programs also reported access to positive adult role models.
School Engagement	<ul style="list-style-type: none"> ✓ In FY 2020-21, BGCP began using the research-based Check & Connect intervention for K-12 students where mentors can monitor student performance and keep them engaged in schools. ✓ As a result of YMCA’s curriculum, 82% of program participants reported greater engagement in and connection to their respective schools. ✓ CANS assessment results suggest that programs are lessening or ameliorating issues around school achievement and attendance for many JJCPA- and JPCF-funded youths.
Technical and Career Training	<ul style="list-style-type: none"> ✓ More than 80% of youths served by BGCP reported building skills as a result of programming that included job-readiness, leadership development, and behavioral and life skills development. ✓ Success Centers, the only career readiness and workforce development focused CBO and a new provider this fiscal year, hosted 44 employer spotlights enabling youth to engage with potential employers. They also facilitated job readiness and life skills trainings to youth through the year. ✓ CANS results for 36 Transition Age Youth (TAY) indicated an increase in school/vocational environment as a strength for youths (47% to 67%).

<p>Innovation in Juvenile Justice</p>	<ul style="list-style-type: none"> ✓ Over 90% of youths served by FLY across JJCPA- and JPCF-funded programs reported they are less likely to break the law after participating in FLY programs. The curriculum teaches critical life skills such as anger management, problem solving, conflict resolution, and resisting negative peer pressure. ✓ Due to a variety of factors, the average number of youths in YSC-JH declined by 67%, from 39 to 13 total youths.
<p>Re-Entry Support</p>	<ul style="list-style-type: none"> ✓ Newly implemented this year was FLY's Critical Time Intervention to aid implementation of the re-entry support program by providing more intensive case management services to youths and help them manage their resources for support.
<p>PARENT EDUCATION AND SUPPORT</p>	
<p>Family Engagement</p>	<ul style="list-style-type: none"> ✓ Family engagement was particularly challenging this fiscal year. ✓ Acknowledge Alliance, FPP, StarVista, and YMCA all engage families in their programs. Due to the pandemic, many families struggled with job loss and increased stresses associated with financial strain and lack of basic needs. Acknowledge Alliance clinicians assisted families by referring them to resources and helping them access needed goods and services. ✓ FPP's main objective is to improve family relationships, and no youth was given an out-of-home placement order.
<p>Parenting Skills</p>	<ul style="list-style-type: none"> ✓ StarVista's SOY program held a parent night providing information on prevention and early intervention for youths and substance use from a family perspective. ✓ Results from the Caregiver Strengths and Needs domain of the CANS assessment show that almost one out of every five youths had needs related caregiver support, however the degree to which these needs were met was low. ✓ With the sunsetting of the previous parenting support program, Probation is seeking alternatives to fill the need for parent engagement, support, and education in community settings that are accessible and inviting, and that can meet the cultural and linguistic needs of parents.
<p>ACCESS TO EFFECTIVE SERVICES</p>	
<p>Barriers to Access Services</p>	<ul style="list-style-type: none"> ✓ Some individuals and families receiving counseling services at Insights may not have obtained these services elsewhere due to financial challenges. If a family at any time expresses hardship with making payments, fees are reduced or waived. If families have no health insurance, they are directed to the process that will help them obtain Medi-Cal through the Health Plan of San Mateo.

<p>Culturally & Linguistically Responsive Services</p>	<ul style="list-style-type: none"> ✓ CBOs and trained staff employ practices and interventions responsive to youth's cultural and linguistic needs. This includes, for example, Acknowledge Alliance, which uses cultural sensitivity in their practice to work with clients, as well as YMCA, which uses Trauma Informed Systems that includes a commitment to Cultural Humility and Racial Equity. ✓ The Acculturation Domain of the CANS became mandatory this fiscal year. It showed that almost one in 10 youths reported needing some type of accommodation to support linguistic or cultural issues, and item level analysis show that the greatest need was around distress or conflict in youths surrounding their racial/ethnic/cultural identity.
<p>Program Quality & Sustainability</p>	<ul style="list-style-type: none"> ✓ Across all programs, the average duration in the program was 4.9 months. FPP had the longest average duration, with 16.6 months, and ASC/IU Unit had the shortest at 2.5 months. During the pandemic, most programs, excluding Insights and SOY, engaged fewer youths but for longer periods of time.⁴⁰
<p>ALIGNMENT AND COORDINATION OF SYSTEMS</p>	
<p>Align and Coordinate Services</p>	<ul style="list-style-type: none"> ✓ Probation works with a multi-disciplinary team through the ASC/INV unit to ensure that youth and their families have a well-rounded access to all services and programs needed to aid rehabilitation ✓ Probation hosts quarterly meetings with all CBOs ✓ Probation provides JAIS training to CBO staff members as needed ✓ Probation has contracted with the Praed Foundation who previously provided CANS training to CBOs and maintains an online platform for the annual (re)certification process which includes invoicing probation for costs of certification.
<p>Prevention & Early Intervention System</p>	<ul style="list-style-type: none"> ✓ Interagency collaboration between Probation's ASC/INV unit and Children and Family Services (CFS), where services are provided through the Youth Outreach Program (YOP) to youth and their families who are at risk of child welfare and /or juvenile justice involvement. ✓ In partnership with the San Mateo Police Department, Probation has placed a DPO within their Police Activities League Diversion Program in an effort to divert at-risk youth from juvenile justice involvement.

⁴⁰ This also does not include Success Centers since it does have data from prior fiscal years for a comparison.

<p>Trauma-Informed</p>	<p>✓ Probation provides trauma-informed training to Group Supervisors (GSs) and DPOs. Below represents a listing of trainings provided and dates for FY 2020-21:</p> <ul style="list-style-type: none"> ○ Addictionology: 10-13-20 & 4-29-21 ○ Building Hope Centered Organizations: 05-05-21 ○ Critical Clinical Conversations about Race, Racial Identity& Racism: The Things that Make Men Cry: 06-22-21 ○ Crisis Intervention: 12-14-20 ○ Crisis Intervention Skills and Fostering Resilience in Corrections: 02-28-21 ○ Trauma Informed Approaches for Working with Probation Youth in Placement: 06-24-20 ○ Understanding & Addressing Racial Trauma 09-02-20, 12-17-20, 04-27-21, & 06-01-21 ○ Understanding & Responding to the Mentally-Ill Offender: 05-26-21 ○ Understanding Mental Illness in Corrections: 02-28-21 ○ WhyTry – Train the Facilitator: 12-23-20, 04-09-21, 04-12-21, 06-26-21, & 06-28-21.
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In addition, the use of the CANS assessment since 2016 has helped inform providers and stakeholders of the needs of youth as well as provide a check on how youths are progressing as they engage in services. Early adoption of this tool signaled the Department’s readiness to be at the forefront of county-wide and state-wide adoption of the tool to facilitate case management and a shared language to communicate a youth’s needs across county systems and providers. Similarly, Probation is in the process of adopting a new evidence-based individualized assessment of criminogenic risk called the Ohio Youth Assessment System (OYAS) which will replace the JAIS in subsequent fiscal years to better address the individual assessment needs of Probation and its partners.

Conclusion

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

Data presented in the FY 2020-21 San Mateo County JJCPA/JPCF comprehensive evaluation report will continue to inform additional strategies, service planning, and policy decision-making by local planning bodies over the next year as San Mateo County continues to address the needs of its most vulnerable youths.

Appendix A: Funding Types

Juvenile Justice Crime Prevention Act (JJCPA): In September 2000, the California Legislature passed AB1913, the Schiff-Cardenas Crime Prevention Act, which authorized funding for county juvenile justice programs. A 2001 Senate Bill extended the funding and changed the program's name to the Juvenile Justice Crime Prevention Act (JJCPA). This effort was designed to provide a stable funding source to counties for juvenile programs that have been proven effective in reducing crime among young offenders and those at-risk of offending. Counties were required by statute to collect data at program entry and report data in the following six categories at 180-days post-entry: arrest rate, detention rate, probation violation rate, probation completion rate, court-ordered restitution completion rate, and court-ordered community service completion rate.

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

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

Appendix B: Clearinghouses for Evidence-Based Practices

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

Appendix C: Justice Outcome Sample Sizes

ASC/INV UNIT	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Youths Arrested for a New Law Violation	187	130	75	50	67
Youths with Detentions	187	130	75	50	67
Youths with Probation Violations	60	15	1	2	3
Completion of Restitution	0	0	0	0	0
Completion of Community Service	0	0	0	0	1
ACKNOWLEDGE ALLIANCE	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Youths Arrested for a New Law Violation	23	40	51	2	4
Youths with Detentions	23	40	51	2	4
Youths with Probation Violations	12	22	22	0	3
Completion of Restitution	0	1	0	0	0
Completion of Community Service	1	10	7	0	0
FRESH LIFELINES FOR YOUTH (FLY)	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Youths Arrested for a New Law Violation	17	23	49	30	10
Youths with Detentions	17	23	49	30	10
Youths with Probation Violations	12	15	23	17	6
Completion of Restitution	0	4	5	3	2
Completion of Community Service	0	3	10	1	0
FAMILY PRESERVATION PROGRAM (FPP)	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Youths Arrested for a New Law Violation	18	25	12	26	21
Youths with Detentions	18	25	12	26	21
Youths with Probation Violations	17	25	12	26	21
Completion of Restitution	2	2	0	2	4
Completion of Community Service	6	5	2	4	4
STARVISTA INSIGHTS	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Youths Arrested for a New Law Violation	30	75	74	50	44
Youths with Detentions	30	75	74	50	44
Youths with Probation Violations	28	58	52	40	35
Completion of Restitution	5	5	7	9	9
Completion of Community Service	8	16	25	20	16

Appendix D: Glossary of Terms

TERM	DESCRIPTION
ASR	Applied Survey Research
ASC/INV Unit	The Juvenile Assessment Center/Investigations Unit
BGCP	Boys and Girls Club of the Peninsula
BHRS	Behavioral Health and Recovery Services
Blue-Booking	Probation Officer-initiated holds
CANS	Child Adolescent Needs and Strengths Assessment
CFS	Child and Family Services
CBO	Community Based Organization
DPO	Deputy Probation Officer
EBP	Evidence-based practice
FLY	Fresh Lifelines for Youth, Inc.
FPP	Family Preservation Program
FY	Fiscal Year
GAF	Global Assessment of Functioning
HSA	Human Services Agency
Insights	StarVista Insights
JAIS	Juvenile Assessment and Intervention System
JAIS Full Assessment and Reassessment (Boys and Girls)	The full assessment and reassessment versions of the Juvenile Assessment and Intervention System
JAIS Boys Risk and Girls Risk	The Initial individualized Juvenile Assessment administered to youth
JJCC	Juvenile Justice Coordinating Council
JJCPA	Juvenile Justice Crime Prevention Act
JPCF	Juvenile Probation Camp Funding
LAP	Local Action Plan
Probation	San Mateo County Probation Department
SOY	StarVista Strengthen Our Youth
SSA	School Safety Advocates
YMCA	YMCA of San Francisco
YSC-JH	Youth Services Center-Juvenile Hall