



*Creating Results with Youth and their Families*

LOCAL ACTION PLAN

2011-2015

San Mateo County Probation Department  
Juvenile Justice Coordinating Council

**Appendix B: Focus Group and Survey Results**

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## Appendix 7: Focus Group Themes & Synthesis

FAMILIES' PRESENTING NEEDS	L.A.P. SUBCOMMITTEE	Probation Officers (FG)	Probation Services Manager (KII)	High School Principals (KII)	San Mateo PAL (KII)	Direct Service – CBOs (FG)	Direct Service-Agencies (FG)	Youth & Child Services, BHRS (KII)	Children & Family Services (KII)	Family Partners (FG)	Parenting Project & GIRLS Parents(FG) (FG)	Family/Faith Leaders (FG)	Youth in Juvenile Hall (FG)	G.I.R.L.S. (Camp Kemp) (FG)	Gateway Center School (FG)	
<b>Youth</b>																
<b>Substance users</b> (alcohol, drugs)	X	X		X	X	X			X	X	X	X	X			
<b>Affiliated with gangs/gang</b> presence in community	X	X		X	X	X	X			X			X			
<b>Mental health</b>	X	X		X	X	X		X			X					
Absence of <b>positive role model</b> /mentor/advocate	X			X	X		X		X					X		
Unsafe <b>home environment</b>	X	X		X	X	X		X						X		
Lack of <b>academic support</b> (e.g., tutors, IEP, tools/supplies to complete assignments)		X	X	X		X			X			X				
Lack of <b>employment opportunities</b> /job skills		X			X							X	X	X		
Not participating in <b>structured after school activities</b> /programs(to provide social experiences)	X			X	X		X				X			X		
Need for <b>housing, money</b>				X					X				X		X	
Don't feel <b>empowered or motivated</b>				X			X						X		X	
Absence of <b>life skills</b>												X		X		
Lack of <b>parental involvement</b>		X		X	X								X			
Need help <b>transitioning back into their homes</b> /communities						X	X									
<b>Bullying</b>						X					X					
Need for <b>emotional support</b>											X					
Associated with <b>negative peer influences</b>													X			
<b>No life goals</b>				X												
<b>Disengaged from school</b>		X														
<b>Lack of health care</b>				X										X		

FAMILIES' PRESENTING NEEDS	L.A.P. SUBCOMMITTEE	Probation Officers (FG)	Probation Services Manager (KII)	High School Principals (KII)	San Mateo PAL (KII)	Direct Service – CBOs (FG)	Direct Service-Agencies (FG)	Youth & Child Services, BHRS (KII)	Children & Family Services (KII)	Family Partners (FG)	Parenting Project & GIRLS Parents(FG) (FG)	Family/Faith Leaders (FG)	Youth in Juvenile Hall (FG)	G.I.R.L.S. (Camp Kemp) (FG)	Gateway Center School (FG)
<b>Parent/caregivers</b>															
Need for additional <b>parenting skills/knowledge &amp; parent-youth communication</b>	x	x				x				x	x		x		
Lack of <b>support system</b> (advocate/mentor, support grp)			x							x	x			x	
<b>Unsafe neighborhood/schools/playgrounds</b>					x	x		x			x				
<b>Feelings of isolation</b> (e.g., culturally, geographically)					x		x					x			
<b>Mental health</b>		x													
<b>Justice-involved</b> family members/ gang members		x			x										

BARRIERS TO ACCESSING OR RECEIVING SERVICES	L.A.P. SUBCOMMITTEE	Probation Officers (FG)	Probation Services Manager (KII)	High School Principals (KII)	San Mateo PAL (KII)	Direct Service – CBOs (FG)	Direct Service-Agencies (FG)	Youth & Child Services, BHRS (KII)	Children & Family Services	Family Partners (FG)	Parenting Project & GIRLS Parents(FG) (FG)	Family/Faith Leaders (FG)	Youth in Juvenile Hall	G.I.R.L.S. (Camp Kemp) (FG)	Gateway Center School (FG)
Lack of <b>personal transportation</b> /driver’s license	X	X	X	X		X				X	X	X	X	X	
Lack of <b>knowledge around the legal system’s</b> processes, clients’ legal rights, etc.			X			X	X			X		X		X	
<b>Language and/or cultural barrier</b>	X	X		X						X		X			
Lack of <b>knowledge around available resources</b>	X										X		X		X
<b>Cost</b> of programs							X			X	X				
Lack of <b>child care</b>		X	X												
Lack of <b>knowledge about educational system</b>							X					X			
Fears of being <b>deported</b> (undocumented)	X	X		X			X								
Families’ <b>mistrust of service providers</b>												X			
<b>Stigma</b> associated with mental health services								X							
<b>Probationary terms</b> may conflict with employment opportunities, such as curfew hours, travel restrictions, etc.”Expects too much from an already stressed family”													X	X	

PRIORITY POPULATIONS	L.A.P. SUBCOMMITTEE	Probation Officers (FG)	Probation Services Manager (KII)	High School Principals (KII)	San Mateo PAL (KII)	Direct Service – CBOs (FG)	Direct Service- Agencies (FG)	Youth & Child Services, BHRS (KII)	Children & Family Services	Family Partners (FG)	Parenting Project & GIRLS Parents(FG) (FG)	Family/Faith Leaders (FG)	Youth in Juvenile Hall (FG)	G.I.R.L.S. (Camp Kemp) (FG)	Gateway Center School (FG)
<b>Geographic areas – Gaps in service</b>															
Half Moon Bay/Pescadero		X		X		X	X	X	X						
East Palo Alto		X				X		X							
Redwood City		X				X		X							
Daly City		X				X		X							
East Menlo Park		X				X									
South San Francisco		X				X									
East San Mateo		X													
East San Bruno		X													
Pacifica		X													
<b>Ethnic groups</b>															
Latinos		X		X		X		X							
African Americans		X			X			X							
Pacific Islanders (Samoan, Tongan)		X			X	X									
Filipino								X							
<b>School-aged children/youth</b>															
Middle school students		X				X					X				
Preschoolers						X									
Kindergarteners						X									
Elementary school students		X		X											
High school students				X											
<b>Other</b>															
Youth with mental health issues, AOD, severe disabilities	X	X	X		X				X	X		X			
Youth lacking social, cognitive skills							X			X					
Undocumented families	X	X			X	X									
Economically disadvantaged families				X											
Youth with low academic achievement/truancy	X			X			X								
Generational criminality	X														

DESIRED OUTCOMES (YOUTH & FAMILY-RELATED)	L.A.P. SUBCOMMITTEE	Probation Officers (FG)	Probation Services Manager (KII)	High School Principals (KII)	San Mateo PAL (KII)	Direct Service – CBOs (FG)	Direct Service- Agencies (FG)	Youth & Child Services, BHRS (KII)	Children & Family Services	Family Partners (FG)	Parenting Project & GIRLS Parents (FG) (FG)	Family/Faith Leaders (FG)	Youth in Juvenile Hall (FG)	G.I.R.L.S. (Camp Kemp) (FG)	Gateway Center School (FG)
<b>Decrease in:</b>															
First time and repeat offenses (in general)		x			x	x	x	x							
Gang activities		x	x			x									
Alcohol and drug use		x	x			x									
Risky behaviors in general							x				x				
Time spent on probation		x													
Teen pregnancy		x													
Families’ reliance on welfare/social benefits		x													
<b>Increase in:</b>															
Youth completing their GED/ <b>graduating from high school</b>		x	x	x							x	x			
Youth becoming <b>engaged in school</b>		x		x	x	x	x	x		x		x			
Youth participating in <b>pro-social activities</b>		x			x										
Youth forming relationships with <b>mentors</b>							x					x			
<b>Employment opportunities</b> , especially for youth with a record and/or who are undocumented					x							x			
Youth and parents being <b>held accountable</b>		x									x				
Youth pursuing <b>higher education</b>				x											
Youth becoming <b>involved in their communities</b>								x							
Youth feeling <b>empowered</b>												x			
<b>Improvements in:</b>															
Parent-youth <b>communication</b>										x	x				
<b>Parents’ levels of involvement</b> in youth’s lives				x		x									
Youth’s acquisition of <b>developmental assets/social skills</b>							x			x					
Youth’s <b>placement stability</b> (especially foster care youth)								x	x						
Youth’s sense of <b>safety</b> (in the home and/or neighborhood)		x				x	x			x					
Parents’ <b>parenting skills</b>										x					
Families’ ability to <b>cope with life stressors</b>										x					
Youth’s outlook on life/future			x												
Youth’s mental and physical health												x			

DESIRED OUTCOMES (SYSTEM-RELATED)	L.A.P. SUBCOMMITTEE	Probation Officers (FG)	Probation Services Manager (KII)	High School Principals (KII)	San Mateo PAL (KII)	Direct Service – CBOs (FG)	Direct Service- Agencies (FG)	Youth & Child Services, BHRS	Children & Family Services	Family Partners (FG)	Parenting Project & GIRLS Parents(FG)/(FG)	Family/Faith Leaders (FG)	Youth in Juvenile Hall	G.I.R.L.S. (Camp Kemp) (FG)	Gateway Center School (FG)
<b>Improvements in:</b>															
<b>Outreach efforts to parents</b> (to inform them about services/programs and promote participation)				x											
<b>Availability of free health care</b> in neighborhood clinics				x											
Schools' abilities to <b>provide experiential learning</b> opportunities to students (to make learning more meaningful and relevant to youth)				x											
<b>Cross-system collaboration</b> (e.g., schools-POs; schools-service providers; POs-service providers)						x	x			x					
<b>Representation of service providers with similar ethnic/cultural</b> backgrounds as the families they serve												x			
The frequency with which <b>cultural diversity trainings</b> are offered to service providers (e.g., more than once a year)												x			
<b>Identifying needs early on</b> (school counselors to assess youth and refer them, conduct a first responder training, POs to identify issues that may lead to future offending)	x														
Continued review of permanency plans									x						

BEST STRATEGIES	L.A.P. SUBCOMMITTEE	Probation Officers (FG)	Probation Services Manager (KII)	High School Principals (KII)	San Mateo PAL (KII)	Direct Service – CBOs (FG)	Direct Service-Agencies (FG)	Youth & Child Services, BHRS (KII)	Children & Family Services (KII)	Family Partners (FG)	Parenting Project & GIRLS Parents(FG) (FG)	Family/Faith Leaders (FG)	Youth in Juvenile Hall	G.I.R.L.S. (Camp Kemp) (FG)	Gateway Center School (FG)
<b>First tier (top-rated)</b>															
<b>Preventive interventions should start in elementary and middle schools</b> (such as mandatory parenting classes, volunteer opportunities, mental health assessments, classes for youth/parents on drug use, bullying, anger management, gang, provide home visits)			X	X		X	X			X	X				
<b>Provide structured and supervised activities for youth</b> , after school and during weekends (to keep them off the street, to help them develop leadership skills, life skills, feel empowered, gain developmental assets)	X			X	X	X	X			X	X		X	X	
<b>Youth and parents need to have a mentor/advocate</b> in their lives (with similar cultural/ethnic backgrounds and circumstances)		X		X		X	X		X	X	X		X	X	
<b>Strengthen family functioning</b> through family therapy, parenting workshops, support groups (to work on communication skills, coping skills, etc.)	X			X	X	X			X	X	X		X		
<b>Services provided to youth and parents need to meet their cultural, linguistic and presenting needs</b>							X		X	X		X	X	X	
<b>Second tier</b>															
<b>Provide incentives, such as credit, for youth to participate in specific classes, programs or community work</b>		X		X		X								X	X
<b>Provide funding to already existing programs</b> (that offer long-term services, that are affordable, sustainable, culturally/linguistically competent, and effective)				X	X		X					X	X		
<b>Provide reentry services to youth returning home from</b>						X	X	X	X						



BEST STRATEGIES	L.A.P. SUBCOMMITTEE	Probation Officers (FG)	Probation Services Manager (KII)	High School Principals (KII)	San Mateo PAL (KII)	Direct Service – CBOs (FG)	Direct Service-Agencies (FG)	Youth & Child Services, BHRS (KII)	Children & Family Services (KII)	Family Partners (FG)	Parenting Project & GIRLS Parents (FG) (FG)	Family/Faith Leaders (FG)	Youth in Juvenile Hall	G.I.R.L.S. (Camp Kemp) (FG)	Gateway Center School (FG)
out-of-home placement															
<b>Improve collaboration across agencies/systems</b>		X				X			X	X					
<b>Inform parents and youth about services/programs available in their communities AND improve cross-systems' knowledge around services available to youth/parents</b>	X										X		X		X
<b>Address families' financial barriers (offer programs that are free or affordable, provide affordable system interventions)</b>	X	X		X							X	X			
<b>Third tier</b>															
<b>Interventions (e.g., AOD, parenting classes) should be available on school campuses (to facilitate access and promote participation)</b>		X									X				
<b>Provide wraparound services to families (on school campuses or in families' communities)</b>	X	X						X							
<b>RPP/Juvenile Police Officers should be present in elementary schools</b>		X			X										
<b>Provide alternatives to suspension (youth should be ordered to do community work on school grounds, instead of staying home unsupervised)</b>										X	X				
<b>Provide cross-system trainings (to improve understanding of each system's role, policies and expectations)</b>				X						X					
<b>Include parents and youth in strategic- and policy-related meetings</b>						X				X					

BEST STRATEGIES	L.A.P. SUBCOMMITTEE	Probation Officers (FG)	Probation Services Manager (KII)	High School Principals (KII)	San Mateo PAL (KII)	Direct Service – CBOs (FG)	Direct Service-Agencies (FG)	Youth & Child Services, BHRS (KII)	Children & Family Services (KII)	Family Partners (FG)	Parenting Project & GIRLS Parents (FG) (FG)	Family/Faith Leaders (FG)	Youth in Juvenile Hall	G.I.R.L.S. (Camp Kemp) (FG)	Gateway Center School (FG)
Teachers need to be caring, dedicated and passionate				X	X										
More youth to undergo mental health assessments <b>AND</b> train POs on mental health screening and referrals	X	X									X				
Schools’ should provide experiential learning opportunities (to turn ‘learning’ into a meaningful experience for youth)				X											
Impose mandatory drug testing in schools											X				
Improve safety in communities/neighborhood					X										
Engage the most hard-to reach population of youth (e.g., gang members). Engage youth by having service providers who have shared same experiences (e.g., justice or gang involvement).								X					X	X	
Clinicians to be aware of , and understand, the extent of the trauma in youth’s lives (youth may have witnessed DV incidents or a death in the family, or been subjected to abuse)								X							
Empower parents to stand up for themselves (parents to feel comfortable asking critical questions about their parental rights, as well as their children’s rights)						X						X			
Increase staff capacity within Probation’s Assessment Center	X		X												
Provide health care				X							X			X	
Youth to pursue their education													X		
Provide more opportunities/options for undocumented					X	X									

BEST STRATEGIES	L.A.P. SUBCOMMITTEE	Probation Officers (FG)	Probation Services Manager (KII)	High School Principals (KII)	San Mateo PAL (KII)	Direct Service – CBOs (FG)	Direct Service-Agencies (FG)	Youth & Child Services, BHRS (KII)	Children & Family Services (KII)	Family Partners (FG)	Parenting Project & GIRLS Parents (FG) (FG)	Family/Faith Leaders (FG)	Youth in Juvenile Hall	G.I.R.L.S. (Camp Kemp) (FG)	Gateway Center School (FG)
<b>youth</b>															
<b>Increase the number of residential treatment beds, and improve effectiveness of treatment facilities</b>									x						
<b>‘Family Partners’ should have a presence in the juvenile justice system</b>										x					
<b>Build a web of support between Law Enforcement &amp; CBOs</b>	x														
<b>Provide youth with career counseling/job skills/vocational training</b>							x							x	
<b>Improve the working relationship between POs and families</b> (POs to set clear expectations - such as when parents can expect a call back – understand each family’s unique circumstances/limitations, provide mediation services when issues between family and PO arise)										x	x				

## Appendix 8: Focus Group Notes

UNMET NEEDS	Focus Group with <b>Probation Officers</b>	
PRIORITY POPS/ AREAS	<b>FAMILY</b>	<b>SYSTEM</b>
OUTCOMES/ INDICATORS	<b>FAMILY</b>	<b>SYSTEM</b>
BEST STRATEGIES		
#1 REQUEST		

- Parenting skills for adult and teen parents
- Lack of parental involvement/ positive family dynamics
- Not engaged in school
- Financial hardship
- Risk of deportation due to illegal status
- Language barrier – especially with monolingual parents
- Contraception
- Gangs
- Mental health of youth + untreated MH of parents
- Substance use: weed, alcohol meth, ecstasy, over the counter drugs
- Criminally involved parents

- No employment options for undocumented youth
- Youth fulfilling child care needs at home
- Special education needs, especially with Latinos
- 80% rely on public transportation
- Domestic violence – undocumented families will not report

- EPA, HMB, RWC, Pacifica, SSF, Daly City, E. San Mateo, E. San Bruno, E. Menlo Park
- African American, Hispanic, Pacific Islander
- Elementary and middle school youth and parents
- Middle school-aged youth with MH issues
- Undocumented families



- Decrease in gang involvement
- Decrease in teen pregnancies
- Decrease in alcohol/drug use
- Decrease in recidivism
- Decreased reliance on welfare/social
- Decrease in time spent on probation
- Increase in HS graduation (more so than GED)
- Increase in youth’s engagement in school
- Increase in youth’s involvement in pro-social activities

- Safer neighborhoods
- Parents to be held accountable for youth’s behaviors

- RPP officers to be placed in elementary schools
- Mentor/advocate for parents – one who speak Tongan
- Increase assessments and treatments

- Elementary schools intervention: RPP officers + parenting classes + parent support groups
- Address financial hardships (e.g., child care, transportation)
- More collaboration between PAL and Probation Officers
- After school programs with incentive to participate
- IEP services – parents to advocate for IEP when schools don’t.
- AOD program in EPA middle and high schools
- Parenting classes with incentives to participate
- More follow through on the part of school counselors
- Intensive in-home wraparound services



-  Turning Points
-  ISIS

### Focus Group with **Direct Service Providers (Agencies)**

**UNMET NEEDS**

**FAMILY**

- Gangs
- Lack of opportunities for leadership development
- Feeling isolated
- Help transitioning back into school
- Lack of exposure to pro-social activities
- Lack of understanding around various systems (school, legal)
- Financial hardship (can't afford services)
- Lack of options for undocumented families
- Brain development education
- Parents lack of understanding around technology used by youth
- Tattoo removal
- Lack of role model
- Lack of wraparound services for youth not in the system (preventive)

**SYSTEM**

- Disconnect between LE and Community
- Culturally competent services
- Lack of consistency across schools re conflict mediation
- Lack of understanding between PO and CBO – protocol, process, etc.
- Structured activities for youth with incentive for participating (e.g., safe location)
- Clarification around confidentiality policies among County agencies

**PRIORITY POPS/ AREAS**

- Rural areas of Pescadero
- Youth struggling academically
- Youth lacking social skills
- Gifted children

**OUTCOMES/ INDICATORS**

**FAMILY**

- Decrease in recidivism
- Decrease in high risk behaviors
- Decrease in the number of crisis in youth's life
- Increase in acquisition of developmental assets
- Increase in school engagement
- Youth stay connected with their mentor
- Receiving positive feedback from youth and parents
- Sustainability of effective programs

**SYSTEM**

- Increase in collaboration between systems and service providers

**BEST STRATEGIES**

- Oakland's program which helps youth transition back into their schools (Measure Y For a Safe Oakland)
- Parent workshops with service providers to be available in visitation centers

**#1 REQUEST**

- A community liaison to work with youth when transitioning back into their communities (for youth who were in placed in and out of county camps/foster homes, etc.)
- Preventive measures: life skills, asset development
- Interventions: mentoring, creating new opportunities for new experiences
- Start preventive measures in middle schools
- More opportunities for undocumented youth
- Consistent conflict resolution protocols in schools
- Better communication between various systems (e.g., schools, justice systems, CBOs)
- Programs to be culturally and linguistically competent
- Advocates for parents and youth
- Provide youth with alternatives to college

LOCAL ASSETS	Not asked
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### Focus Group with **Direct Service Providers (CBOs)**

UNMET NEEDS	<p style="text-align: center;"><b>FAMILY</b></p> <ul style="list-style-type: none"> <li>■ Gangs</li> <li>■ AOD</li> <li>■ Unsafe neighborhood</li> <li>■ Parenting skills</li> <li>■ Legal advocacy</li> <li>■ Parent-child communication</li> <li>■ Lack of re-entry services</li> <li>■ Domestic violence</li> <li>■ Bullying</li> <li>■ Mental health (stigma attached)</li> </ul>	<p style="text-align: center;"><b>SYSTEM</b></p> <ul style="list-style-type: none"> <li>■ Schools: lack of resources, assessments for IEP, overpopulated, lack of student advocates</li> <li>■ Disconnect between LE and communities</li> </ul>
PRIORITY POPS/ AREAS	<ul style="list-style-type: none"> <li>■ EPA, EMP, RC, Daly City, S. San Francisco, HMB, Pescadero</li> <li>■ Preschools, Kindergartens, Middle schools</li> <li>■ Hispanics, Pacific Islanders</li> <li>■ Undocumented families</li> <li>■ Parents</li> </ul>	
OUTCOMES/ INDICATORS	<p style="text-align: center;"><b>FAMILY</b></p> <ul style="list-style-type: none"> <li>■ Increase in student engagement in school</li> <li>■ Increase in leadership skills</li> <li>■ Increase parental involvement in school</li> <li>■ Increase parents' confidence</li> <li>■ Decrease in recidivism</li> <li>■ Decrease in number of first time offenders</li> <li>■ Decrease in AOD use</li> <li>■ Decrease in gang activity</li> </ul>	<p style="text-align: center;"><b>SYSTEM</b></p> <ul style="list-style-type: none"> <li>■ Healthier San Mateo: clean neighborhoods</li> <li>■ Increased cooperation within/across schools</li> <li>■ Increased number of students who feel safe</li> </ul>
BEST STRATEGIES	<ul style="list-style-type: none"> <li>■ Collaborate, don't compete</li> <li>■ Mentoring for parents</li> <li>■ Home visits</li> <li>■ Services providers to work in a coordinated way</li> <li>■ Build capacity of schools</li> <li>■ Provide re-entry services</li> <li>■ Provide leadership development opportunities</li> <li>■ Students to receive credit for their participation in programs/activities (anger management, bullying, AOD, how to handle trauma)</li> </ul>	
#1 REQUEST	<ul style="list-style-type: none"> <li>■ Meetings to include students and parents (any policy-related or strategic planning-related meetings)</li> <li>■ Leadership development opportunities</li> <li>■ Re-entry support for youth and parents (advocates, etc.)</li> <li>■ Services to be available on school campuses</li> <li>■ Transportation help for families visiting incarcerated youth</li> <li>■ Parenting skills</li> </ul>	



LOCAL ASSETS

- Boys and Girls Club
- Peninsula Works in Redwood City
- Co-occurring Steering Committee
- AOD collaborative
- Violence prevention network
- North County Collaborative
- Redwood City 2020 Collaborative (H.Y.P.E)
- Youth Services Directory
- Community Network for Youth Development (CYND.org)

<b>Focus Group with Parenting Project Parents</b>	
<b>UNMET NEEDS</b>	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p style="text-align: center; color: red; margin-bottom: 5px;"><b>FAMILY</b></p> <ul style="list-style-type: none"> <li>■ Parenting skills</li> <li>■ Anger management (youth)</li> <li>■ Drug use (youth)</li> <li>■ Parent-child communication</li> <li>■ Emotional support (youth)</li> <li>■ Mental health (youth)</li> <li>■ Parents in denial</li> </ul> </div> <div style="width: 45%;"> <p style="text-align: center; color: red; margin-bottom: 5px;"><b>SYSTEM</b></p> <ul style="list-style-type: none"> <li>■ After school programs/enrichment activities</li> </ul> </div> </div>
<b>PRIORITY POPS/ AREAS</b>	Not asked
<b>OUTCOMES/ INDICATORS</b>	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p style="text-align: center; color: red; margin-bottom: 5px;"><b>FAMILY</b></p> <ul style="list-style-type: none"> <li>■ Decreased involvement in risky behaviors</li> <li>■ Increase in HS graduation</li> <li>■ Improved communication between parents &amp; youth</li> </ul> </div> <div style="width: 45%;"> <p style="text-align: center; color: red; margin-bottom: 5px;"><b>SYSTEM</b></p> <ul style="list-style-type: none"> <li>■ Hold youth accountable</li> </ul> </div> </div>
<b>BEST STRATEGIES</b>	<ul style="list-style-type: none"> <li>■ Parenting classes to be mandatory + start in middle school</li> <li>■ Youth to attending parenting class</li> <li>■ More afterschool programs (not necessarily sports); character building programs</li> <li>■ Offer volunteer opportunities (starting in middle school)</li> <li>■ Mandatory drug testing in schools</li> <li>■ Support groups for youth (similar to program used at Nueva School)</li> <li>■ Seminars for youth on drugs, peer pressure, etc.</li> <li>■ Early mental health assessment (as preventive measure)</li> <li>■ Later start time of school - 7:40 too early</li> <li>■ Provide alternatives to school for youth not likely to behave on some days</li> </ul>
<b>#1 REQUEST</b>	Not asked
<b>LOCAL ASSETS</b>	<ul style="list-style-type: none"> <li>■ Church (some provide counseling)</li> <li>■ Boy &amp; Girl Scouts</li> <li>■ Big Brother &amp; Big Sister</li> <li>■ School counselors (know about local resources)</li> </ul>

## Interviews with High School Principals

UNMET NEEDS	<p style="text-align: center;"><b>FAMILY</b></p> <ul style="list-style-type: none"> <li>■ Youth do not feel empowered</li> <li>■ Lack of parental involvement/ limited supervision at home</li> <li>■ Undocumented parents fear being deported if they set foot on campus</li> <li>■ Financial hardship</li> <li>■ Gangs</li> <li>■ No father figure/role model</li> <li>■ Mental health</li> <li>■ No life goals</li> <li>■ Fear that accessing interventions will lead to more abuse</li> <li>■ AOD</li> <li>■ Latino parents feeling helpless</li> <li>■ Language barrier (for parents)</li> </ul>	<p style="text-align: center;"><b>SYSTEM</b></p> <ul style="list-style-type: none"> <li>■ Lack of structured activities</li> <li>■ No transportation to school (no busing and limited Sam Trans in HMB)</li> <li>■ Lack of school supplies</li> <li>■ Free medical care</li> <li>■ Lack of positive and supervised activities (HMB)</li> <li>■ Need bigger park and recreation center (HMB)</li> </ul>
PRIORITY POPS/ AREAS	<ul style="list-style-type: none"> <li>■ Hispanic males</li> <li>■ 8<sup>th</sup> through 10<sup>th</sup> graders</li> <li>■ Socially and economically disadvantaged</li> </ul>	
OUTCOMES/ INDICATORS	<p style="text-align: center;"><b>FAMILY</b></p> <ul style="list-style-type: none"> <li>■ Increase in HS graduation</li> <li>■ Increase in college enrollment</li> <li>■ Increase college graduation</li> <li>■ Increase in youth’s engagement in school</li> <li>■ Increased parental engagement in school’s Spanish-speaking parent club (HMB HS)</li> <li>■ Increased parental involvement</li> </ul>	<p style="text-align: center;"><b>SYSTEM</b></p> <ul style="list-style-type: none"> <li>■ Increase outreach to parents (especially least involved)</li> <li>■ Increase the number of free neighborhood clinics</li> <li>■ More hands-on activities in schools (e.g., welding, carpentry, computer)</li> <li>■ Build a community at Moon Ridge</li> <li>■ More supervised activities</li> </ul>
BEST STRATEGIES	<ul style="list-style-type: none"> <li>■ Keep youth on campus (supervised) until 6:00 p.m. when neighbors/families return home from work</li> <li>■ Give youth a place to belong on weekends and after school</li> <li>■ Teachers to be dedicated to their students, and passionate</li> <li>■ Provide hands on activities; “youth need to see the future use of what they are learning”</li> <li>■ Provide youth with adult mentors</li> <li>■ More Hispanic role models</li> <li>■ Activities that give youth a sense of purpose; a sense of ability to succeed</li> <li>■ Youth to earn credits by participating in activities</li> <li>■ Early interventions, starting in 4<sup>th</sup> and 5<sup>th</sup> grade</li> </ul>	
#1 REQUEST	<ul style="list-style-type: none"> <li>■ Keep funding Team Ascent</li> <li>■ Health care (mental and physical)</li> <li>■ Expand Peninsula Conflict Resolution Center (PCRC)</li> <li>■ To better understand POs roles and see where partnerships can be formed</li> <li>■ Youth sentence to include community service (e.g., school beautification, trail restoration)</li> <li>■ Family counseling</li> <li>■ Boys &amp; Girls Club to serve Moon Ridge area (HMB), or have Parks &amp; Recreation center</li> <li>■ Programs/personnel to supervise 4<sup>th</sup> &amp; 5<sup>th</sup> graders (especially those who lack home supervision)</li> </ul>	

LOCAL ASSETS

- Achievement via Individual Determination (AVID)
- Peninsula Conflict Resolution Center (PCRC)
- COMPASS
- Team Ascent (*without funding it will close*)
- Service the Peninsula
- Community Resource Officer (Aragon HS)
- Sheriff's Activities League
- Parks & Recreation Department

### Interview with **Probation Services Manager**

UNMET NEEDS	<p style="text-align: center;"><b>FAMILY</b></p> <ul style="list-style-type: none"> <li>■ Counseling services</li> <li>■ Financial hardships</li> <li>■ Lack of understanding around the legal system</li> <li>■ Housing</li> <li>■ Educational support, e.g., tutor</li> <li>■ Child care (e.g., older sibling watching younger ones)</li> <li>■ Transportation</li> </ul>	<p style="text-align: center;"><b>SYSTEM</b></p> <ul style="list-style-type: none"> <li>■ Early intervention resources</li> <li>■ Parent advocate</li> </ul>
PRIORITY POPS/ AREAS	<ul style="list-style-type: none"> <li>■ Children of incarcerated parents</li> <li>■ Families with AOD</li> <li>■ Teen parents (e.g. if in foster care, harder to find placements for mom and child)</li> </ul>	
OUTCOMES/ INDICATORS	<p style="text-align: center;"><b>FAMILY</b></p> <ul style="list-style-type: none"> <li>■ Increase in HS graduation</li> <li>■ Improved outlook on life/future (youth)</li> <li>■ Decrease in gang involvement</li> <li>■ Decreased AOD</li> </ul>	<p style="text-align: center;"><b>SYSTEM</b></p>
BEST STRATEGIES	<p>Not asked</p>	
#1 REQUEST	<ul style="list-style-type: none"> <li>■ Early intervention resources, such as Youth Outreach Program</li> <li>■ Additional staff in Assessment Center</li> </ul>	
LOCAL ASSETS	<ul style="list-style-type: none"> <li>■ Social Worker within the Assessment Center (position may be filled)</li> <li>■ Youth Outreach Program – provides voluntary case management to keep families out of juvenile justice system</li> </ul>	

Interview with **San Mateo Police Activities League Executive Director**

UNMET NEEDS

**FAMILY**

- Lack of parental involvement/positive family dynamic
- Don't have a sense of belonging
- Mental health (youth)
- Life stressors: sexual abuse, death in family
- Gangs
- Lack of job options if on probation or undocumented
- Drugs
- Parents' involvement in gangs

**SYSTEM**

- Unsafe communities
- Absence of mentor/positive role model

PRIORITY POPS/ AREAS

- Undocumented Hispanics
- Polynesian youth
- African Americans
- Youth with mental health issues

OUTCOMES/ INDICATORS

**FAMILY**

- Increase in youth's engagement in school
- Increase in youth's involvement in pro-social activities
- Decrease in recidivism
- Decrease in contacts with Law Enforcement
- Decrease in arrests

**SYSTEM**

- Increase in employment opportunities

BEST STRATEGIES

- Long-term programs to give youth time to develop bond/trust & give time to see changes
- Improve academic performance by first resolving issues at home; "How can youth go to school if they have huge issues at home. Homework is not important [at this stage].
- Caring teachers
- Improve safety in communities to reduce gang appeal
- Youth development programs

#1 REQUEST

- Juvenile police officers on site in Elementary and Middle schools.

LOCAL ASSETS

- Respondent does not know which organizations provide help to at-risk youth.

### Focus Group with **Family/Faith Leaders**

UNMET NEEDS	<b>FAMILY</b>	<b>SYSTEM</b>
	<ul style="list-style-type: none"> <li>Monolingual parents are not able to communicate with Probation Officers without relying on their youth to translate</li> <li>Life skills</li> <li>Don't have the technology required to complete homework assignments (e.g., computers)</li> <li>Lack of trust between families and service providers</li> <li>Polynesians don't feel cared for in their communities due to minimal representation of their culture</li> <li>Parent leadership training (i.e., what's expected at school, students' rights, etc.)</li> <li>Drug use</li> <li>Isolation/feeling disengaged from their culture</li> <li>Financial hardship</li> <li>Families separated due to immigration status</li> </ul>	<ul style="list-style-type: none"> <li>No employment opportunities for undocumented youth</li> <li>Absence of culturally and linguistically appropriate services for youth and parents</li> <li>Perceived lack of sincerity in non-Pacific Islander service providers</li> <li>Schools are not culturally competent</li> <li>No scholarships for undocumented youth</li> <li>Few options/benefits for undocumented youth</li> </ul>
PRIORITY POPS/ AREAS	<ul style="list-style-type: none"> <li>Youth with severe disabilities</li> <li>Youth with emotional needs</li> </ul>	
OUTCOMES/ INDICATORS	<b>FAMILY</b>	<b>SYSTEM</b>
	<ul style="list-style-type: none"> <li>Increase in number of Pacific Islander service providers</li> <li>Increase in the number of work permits allocated</li> <li>Increase in HS graduation</li> <li>Increase in youth's engagement in school</li> <li>Increased availability of peer mentors</li> <li>Increased number of transformational leaders</li> <li>More youth feeling empowered (e.g., motivated, hopeful, values)</li> <li>Improved physical, mental and spiritual health</li> </ul>	<ul style="list-style-type: none"> <li>Increase frequency of cultural diversity trainings in agencies (once a year is not enough)</li> <li>Service providers to be held accountable if services not effective; funding to stop.</li> <li>Issuance of driver's license to undocumented families</li> </ul>
BEST STRATEGIES	<ul style="list-style-type: none"> <li>Availability of culturally appropriate services to optimize participation (i.e., parenting classes)</li> <li>Service providers to represent demographic composition of community (e.g., Tongan, Polynesian)</li> </ul>	
#1 REQUEST	<ul style="list-style-type: none"> <li>Continue to fund already-existing programs that are effective and have established trust/relationships in the community they serve ("Instead of reinventing the wheel, we need to get already existing wheels together.")</li> <li>Parent classes to be available for incoming immigrant families</li> <li>Teach values early on</li> <li>Empower parents to feel comfortable asking questions about their rights, etc.</li> </ul>	
LOCAL ASSETS	Not asked	

### Focus Group with **G.I.R.L.S. (Camp Kemp)**

UNMET NEEDS	<p style="text-align: center;"><b>FAMILY</b></p> <ul style="list-style-type: none"> <li>■ Lack of understanding around legal rights</li> <li>■ Drug use</li> <li>■ Lack of independent living skills</li> <li>■ Lack of advocates/mentors</li> <li>■ No job skills</li> <li>■ Unsafe homes</li> <li>■ Transportation</li> <li>■ Parents do not know where to go to share their concerns</li> <li>■ Parent support group</li> <li>■ Family therapy</li> <li>■ Behavioral therapy</li> <li>■ Financial hardships (families charged for system interventions)</li> </ul>	<p style="text-align: center;"><b>SYSTEM</b></p> <ul style="list-style-type: none"> <li>■ The system doesn't take into consideration youth's circumstances/life stressors ("The system is set up for us to fail.")</li> <li>■ Lack of understanding around legal information shared by their lawyers</li> <li>■ Youth are not able to provide input into their own legal defense and legal files</li> <li>■ Lack of knowledge around available resources</li> <li>■ Lack of affordable services/treatments (leads to debts)</li> <li>■ Lack of resources for at-risk youth or even before they become at-risk (preventive services)</li> <li>■ Not enough after school programs/motivational programs</li> <li>■ Parents' calls to PO are sometimes not returned for weeks – too late by then</li> <li>■ Safe schools and playgrounds</li> </ul>
PRIORITY POPS/ AREAS	Not asked	
OUTCOMES/ INDICATORS	Not asked	
BEST STRATEGIES	<ul style="list-style-type: none"> <li>■ More preventive resources ("Message from PO is that more charges need to happen to allow for an increase in services.")</li> <li>■ Alternatives to suspension, such as in-school rather than suspension</li> <li>■ Community service (used as a consequence to negative behaviors)</li> <li>■ Animal therapy</li> <li>■ 12-step program to be offered in schools</li> <li>■ Youth to youth mentoring</li> <li>■ Adult mentoring</li> <li>■ Volunteer opportunities</li> <li>■ Return to Kindergarten through 8<sup>th</sup> grade model</li> </ul>	
#1 REQUEST	<ul style="list-style-type: none"> <li>■ Funding to pay for services</li> <li>■ Mentors</li> <li>■ Life skills coach</li> <li>■ Animal therapy</li> <li>■ More information about resources</li> <li>■ Mediation services between Probation Officers and family</li> <li>■ Health care</li> </ul>	





- Church
- Peninsula Works
- Boys & Girls Club

### Focus Group with **Gateway Center School Youth**

UNMET NEEDS	<p style="text-align: center;"><b>FAMILY</b> <span style="float: right;"><b>SYSTEM</b></span></p> <ul style="list-style-type: none"> <li>■ Financial hardship (can't join programs)</li> <li>■ Housing</li> <li>■ Lack of motivation to attend after school programs</li> <li>■ Uninformed about available resources (whether on or off campus)</li> <li>■ Help staying out of jail</li> </ul>
PRIORITY POPS/ AREAS	Not asked
OUTCOMES/ INDICATORS	Not asked
BEST STRATEGIES	<ul style="list-style-type: none"> <li>■ Get school credits for volunteering, participating in a program or for becoming involved in job training program (i.e., provide incentives)</li> <li>■ Schools to inform youth about different programs, resources</li> </ul>
#1 REQUEST	Not asked
LOCAL ASSETS	<ul style="list-style-type: none"> <li>■ Department of Children, Youth &amp; Their Families, Youth Workforce program</li> </ul>

### Focus Group with **Youth in Juvenile Hall**

UNMET NEEDS	<p style="text-align: center;"><b>FAMILY</b></p> <ul style="list-style-type: none"> <li>■ Employment</li> <li>■ Housing</li> <li>■ Gangs</li> <li>■ Drugs</li> <li>■ Negative peer influences</li> <li>■ Parent-child relationship/communication</li> <li>■ Financial hardship</li> <li>■ Lack of motivation</li> <li>■ Parents' low expectations</li> <li>■ Lack of a driver's license</li> </ul>	<p style="text-align: center;"><b>SYSTEM</b></p> <ul style="list-style-type: none"> <li>■ Rules and expectations of POs get in the way of finding/holding a job (e.g., curfew may conflict with work hours, travel restrictions)</li> </ul>
PRIORITY POPS/ AREAS	Not asked	
OUTCOMES/ INDICATORS	Not asked	
BEST STRATEGIES	<ul style="list-style-type: none"> <li>■ Provide access to <i>long-term</i> resources, such as ROP, YFES, JobCorps</li> <li>■ Help youth stay busy (the busier they are, the less bored they are, the less likely they are to get in trouble)</li> <li>■ Family therapy</li> <li>■ Communication skills</li> <li>■ Provide life skills training</li> <li>■ Provide a mentor (someone not related to them or the system); has to be someone who can relate to them</li> <li>■ Parents to be engaged in their children's lives</li> <li>■ Youth to pursue their education</li> <li>■ Services/programs need to take into consideration youth's individual needs and circumstances</li> </ul>	
#1 REQUEST	Not asked	
LOCAL ASSETS	<ul style="list-style-type: none"> <li>■ ROP</li> <li>■ YFES</li> <li>■ JobCorps</li> </ul>	

### Focus Group with **Family Partners** (Turning Points & ISIS)

UNMET NEEDS	<p><b>FAMILY</b></p> <ul style="list-style-type: none"> <li>Lack of understanding around the legal system</li> <li>Financial hardship (e.g., can't afford EMP)</li> <li>Language barrier</li> <li>AOD</li> <li>Gangs</li> <li>Parent support group (rather than parenting class)</li> </ul>	<p><b>SYSTEM</b></p> <ul style="list-style-type: none"> <li>Lack of communication between POs and parents (phone calls not returned)</li> <li>Lack of safety in Juvenile Hall (reports of sexual and physical abuse)</li> <li>POs misunderstanding around Turning Points' role in life of youth</li> <li>Family partners lack of understanding around juvenile system processes</li> </ul>
PRIORITY POPS/ AREAS	<ul style="list-style-type: none"> <li>Youth with developmental/cognitive disabilities</li> </ul>	
OUTCOMES/ INDICATORS	<p><b>FAMILY</b></p> <ul style="list-style-type: none"> <li>Improved parent-child communication</li> <li>Improved coping skills</li> <li>Increase in youth's engagement in school</li> <li>Improved social skills</li> <li>Youth to feel safe with their family</li> <li>Improved parenting skills (both parents to be on the same page)</li> </ul>	<p><b>SYSTEM</b></p> <ul style="list-style-type: none"> <li>Improved PO-school communication</li> </ul>
BEST STRATEGIES	<ul style="list-style-type: none"> <li>Affordable programs</li> <li>Early interventions to prevent gang affiliation (i.e., mentoring, afterschool/ weekend activities)</li> <li>Schools to take action as soon as problem behaviors surface</li> <li>Use alternatives to school suspensions (e.g., have in-school suspension rather than in-home)</li> <li>San Mateo County to promote mentoring programs through increased advertising, etc.</li> <li>All parents to participate in Parent Project Program (9-week program covering drugs, gangs, safety); program to be offered during PTA days</li> <li>Provide free shuttle services to the Hall</li> <li>Develop and hand out flyer to parents detailing ins and outs of the Juvenile Justice System (e.g., processes, how to get a public defender, communication protocol with PO, services offered to youth in juvenile hall, etc.)</li> <li>Give a voice to parents and youth - schedule quarterly meetings between court/legal staff and families.</li> <li>Probation officers to set clear expectations (e.g., under what circumstances will parents' phone calls be returned)</li> <li>Better accountability - "Who should be held accountable when court-ordered services are not followed through?"</li> <li>Long-term mentors for youth</li> <li>Create a "Family Finding" program (used in other states) for youth who can't stay with guardian or foster care</li> <li>Improve collaboration/team partnership between POs and family partners</li> <li>Parent to attend support groups</li> <li>Family partners to be integrated within juvenile justice system - to be part of the process.</li> </ul>	
#1 REQUEST	<ul style="list-style-type: none"> <li>Provide youth with mentors</li> <li>Use positive alternatives to school suspension</li> <li>Spend time speaking with families; learn what their needs are ("don't make assumptions")</li> </ul>	

LOCAL  
ASSETS

- Parent Project Program
- Diversion Program (provided by Law Enforcement agencies)

## Interview with **Children & Family Services Supervisor**

**UNMET NEEDS**

**FAMILY**

- Housing for emancipating youth
- Permanent adult relationship
- Academic help/support for youth changing placements
- AOD

**SYSTEM**

- Case plans are not sensitive to youth’s circumstances or culture (especially the case in MH services); youth may have to deal with DV, AOD and MH issues all at once
- Lack of effective (i.e., evidenc- based) day treatment programs

**PRIORITY POPS/ AREAS**

- Coastal communities
- Youth with a combination of issues (e.g., ADO/DV/MH)

**OUTCOMES/ INDICATORS**

**FAMILY**

- Placement stability

**SYSTEM**

- Presence of permanent plan (plan to be reviewed every 6 months)

**BEST STRATEGIES**

- Need for community-based programming (for example, services should not be offered within government building)
- Assess supports available within family’s community
- Parenting classes for the entire family (Strengthening Families) that are culturally competent
- More peer partners for both parents and youth

**#1 REQUEST**

- More residential treatment beds
- More effective day treatment facilities
- Provide support to youth who are returning home from residential treatment stay
- Maintain relationships/collaboration

**LOCAL ASSETS**

- Stimulus Parent Partner Child Welfare
- Fellowship of Faith

Interview with <b>Youth &amp; Child Services Deputy Director</b> (San Mateo BHRS)	
UNMET NEEDS	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p style="text-align: center; color: red; margin-bottom: 5px;"><b>FAMILY</b></p> <ul style="list-style-type: none"> <li>■ Lack of MH services follow through once out of JH</li> <li>■ Stigma associated with MH services</li> <li>■ Parents need to be engaged prior to youth’s release from JH</li> <li>■ DV</li> <li>■ Child abuse</li> </ul> </div> <div style="width: 45%;"> <p style="text-align: center; color: red; margin-bottom: 5px;"><b>SYSTEM</b></p> <ul style="list-style-type: none"> <li>■ Lack of regional clinics providing MH services/support (spread out throughout the County)</li> <li>■ Violence in communities</li> <li>■ Lack of services for LGBTQ youth (e.g., drop-in center)</li> </ul> </div> </div>
PRIORITY POPS/ AREAS	<ul style="list-style-type: none"> <li>■ Coast side (especially Half Moon Bay)</li> <li>■ EPA, RWC (African American, Latino), Daly City (Filipino)</li> </ul>
OUTCOMES/ INDICATORS	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p style="text-align: center; color: red; margin-bottom: 5px;"><b>FAMILY</b></p> <ul style="list-style-type: none"> <li>■ Stabilization at school and within family setting</li> <li>■ Decreased recidivism</li> <li>■ Increased engagement in school</li> <li>■ Increased connections within community</li> </ul> </div> <div style="width: 45%;"> <p style="text-align: center; color: red; margin-bottom: 5px;"><b>SYSTEM</b></p> <ul style="list-style-type: none"> <li>■ Use of least restrictive environment</li> </ul> </div> </div>
BEST STRATEGIES	<ul style="list-style-type: none"> <li>■ Provide wraparound services for youth and parents</li> <li>■ Provide wraparound services at school or within their communities</li> <li>■ Wraparound services to be holistic, as opposed to only focusing on MH or criminal issues experienced by families</li> <li>■ Clinicians to understand, be aware of the extent of the trauma in youth’s lives (DV, child abuse, death of a parent)</li> <li>■ Provide services to LGBTQ population</li> <li>■ Engage the most hard to reach, such as gang members</li> </ul>
#1 REQUEST	<ul style="list-style-type: none"> <li>■ Programs for youth exiting JH to help them stay engaged in their communities</li> <li>■ Transitional age youth (i.e., 18 or older) to be connected to at least one adult; have someone to reach out to in times of need</li> </ul>
LOCAL ASSETS	Not asked

## Appendix 9: Online Survey Results

### RESPONDENTS' BACKGROUND INFORMATION

#### 1. What is your role in your agency or program?

	Percentage	Sample (n)
<b>Supervisor/Director</b>	31.5%	69
<b>Probation officer</b>	17.8%	39
<b>Counselor</b>	6.8%	15
<b>Coordinator</b>	5%	11
<b>Police officer</b>	4.1%	9
<b>Clinician</b>	3.7%	8
<b>Advocate</b>	3.7%	8
<i>Other</i>	21.9%	48
<i>Not applicable</i>	2.3%	5

#### 2. What is the primary sector you are representing for this survey?

	Percentage	Sample (n)
<b>Law Enforcement</b> (e.g., Probation, Police Department, Sheriff's Office)	34.9%	88
<b>Community-based direct service provider</b> (e.g., YFES, YMCA)	16.3%	41
<b>County-wide agency direct service provider or supervisor</b> (e.g, BHRS, HSA)	14.7%	37
<b>Education Agency</b>	13.5%	34
<b>Parent or parent group</b> (e.g., ELAC, PTA)	3.2%	8
<b>Faith organization</b>	3.2%	8
<b>Community group</b>	2.4%	6
<b>Advocacy group</b> (e.g., CASA, TIC)	2.0%	5
<b>Other Justice Agency</b> (Courts, District Attorney, Private Defender's Office, County Counsel)	2.0%	5
<b>Elected or appointed official</b>	1.2%	3
<i>Other</i>	6.7%	17



## 3. Who do you primarily represent or serve?

	Percentage	Sample (n)
<b>Youth</b>	44.9%	109
<b>Families</b> (youth and parents)	42.4%	103
<b>Parents</b>	4.1%	10
<i>Other</i>	8.6%	21

**RESPONDENTS' PERCEPTIONS REGARDING FAMILIES' NEEDS**

Below is a list of UNMET needs that was generated through a series of interviews and focus groups with service providers, youth, parents and law enforcement. Consider if you had the opportunity to direct resources to address the needs of the families you serve or that you know of that are either in the Juvenile Justice system or at-risk of getting involved with Law Enforcement if the issues are not addressed. For each listed 'need' rate in the following ways: a) how big the need is based on the number of families (parents and/or youth) who could benefit from this service and b) the importance of the need or severity of consequences if it is not met.

YOUTH NEEDS	4. Proportion of youth with need					5. Importance/severity of need				
	None (0%)	Few (25%)	Some (50%)	Many (75%)	All/nearly all (100%)	Very low	Somewhat low	Average	Somewhat high	Very high
<b>Family therapy</b> – to work on improving and strengthening family functioning (communication skills, relationship building, promote parental involvement, etc.)	2.5% (5)	8.5% (17)	22.4% (45)	33.8% (68)	32.8% (66)	0.5% (1)	1.5% (3)	15.0% (30)	40.5% (81)	42.5% (85)
<b>Behavioral therapy</b> – to help youth who present problems such as conduct disorder, school/social problems, anger management etc.	1.5% (3)	15.9% (32)	23.4% (47)	31.3% (63)	27.9% (56)	1.0% (2)	3.0% (6)	19.1% (38)	32.7% (65)	44.2% (88)
<b>Other mental health services</b> – to help youth with PTSD, ADHD, bipolar disorder, etc.	6.0% (12)	33.3% (67)	27.4% (55)	21.4% (43)	11.9% (24)	2.5% (5)	12.1% (24)	28.6% (57)	29.1% (58)	27.6% (55)
<b>Drug/alcohol rehabilitation</b> – to help youth receive treatment for addictions	6.1% (12)	21.9% (43)	31.1% (61)	31.1% (61)	9.7% (19)	2.5% (5)	5.0% (10)	23.6% (47)	38.7% (77)	30.2% (60)
<b>Vocational/job training</b> – to help youth gain skills needed for employment	7.0% (14)	16.9% (34)	19.9% (40)	33.3% (67)	22.9% (46)	2.0% (4)	7.5% (15)	26.1% (52)	32.2% (64)	32.2% (64)
<b>Structured after school activities</b> – programs designed to teach a variety of skills/hobby and to ultimately keep youth off the streets and involved in constructive activities (e.g., sports, living skills, arts, community service)	3.5% (7)	7.0% (14)	12.9% (26)	40.8% (82)	35.8% (72)	1.5% (3)	3.0% (6)	14.6% (29)	38.2% (76)	42.7% (85)
<b>Life skills training</b> (e.g., driver training, opening a bank account, completing a rental agreement)	9.0% (18)	12.6% (25)	18.6% (37)	32.2% (64)	27.6% (55)	2.5% (5)	10.1% (20)	24.1% (48)	32.2% (64)	31.2% (62)
<b>Alternatives to school suspension</b> – structured alternatives to staying home unsupervised when suspended	9.7% (19)	27.6% (54)	22.4% (44)	24.0% (47)	16.3% (32)	4.1% (8)	11.2% (22)	27.4% (54)	32.0% (63)	25.4% (50)
<b>Academic support</b> – to help youth who have Individualized Educational Plans, academic issues, and other special educational needs	4.0% (8)	13.9% (28)	23.4% (47)	36.3% (73)	22.4% (45)	2.0% (4)	4.5% (9)	21.7% (43)	34.8% (69)	36.9% (73)
<b>Transitional or “re-entry” services</b> – to help youth who are re-entering their communities (families, schools) after being placed in juvenile hall, camp, group home or foster care	12.5% (25)	30.0% (60)	18.0% (36)	18.5% (37)	21.0% (42)	4.0% (8)	16.2% (32)	17.7% (35)	27.8% (55)	34.3% (68)

YOUTH NEEDS	4. Proportion of youth with need					5. Importance/severity of need				
	None (0%)	Few (25%)	Some (50%)	Many (75%)	All/nearly all (100%)	Very low	Somewhat low	Average	Somewhat high	Very high
<b>Mentors/Coaches/Advocates</b> — to help youth in difficult environments find a positive role model or caring adult to help them develop resiliency skills.	3.5% (7)	16.0% (32)	19.0% (38)	32.5% (65)	29.0% (58)	1.5% (3)	4.0% (8)	21.6% (43)	28.6% (57)	44.2% (88)
<b>Leadership development</b> – to give youth leadership responsibilities and a sense of ownership	3.5% (7)	11.4% (23)	24.8% (50)	35.6% (72)	24.8% (50)	1.0% (2)	7.0% (14)	28.1% (56)	35.7% (71)	28.1% (56)
<b>Parenting classes</b> – to provide communication, parenting, and relationship building skills for teen parents	9.4% (19)	25.6% (52)	23.6% (48)	24.1% (49)	17.2% (35)	3.5% (7)	13.6% (27)	26.6% (53)	27.6% (55)	28.6% (57)
<b>Conflict resolution training</b> – to provide communication, anger management, and conflict resolution skills	2.0% (4)	10.1% (20)	25.8% (51)	31.8% (63)	30.3% (60)	1.5% (3)	1.0% (2)	23.9% (47)	32.0% (63)	41.6% (82)
Other	18.8% (6)	3.1% (1)	12.5% (4)	18.8% (6)	46.9% (15)	4.2% (1)	0.0% (0)	12.5% (3)	25.0% (6)	58.3% (14)

PARENT/CAREGIVER NEEDS	6. Proportion of parent/caregivers with need					7. Severity of need				
	None (0%)	Few (25%)	Some (50%)	Many (75%)	All/ nearly all (100%)	Very low	Somewhat low	Average	Somewhat high	Very high
<b>Parenting education/ skills classes</b> - to provide communication, relationship building and conflict resolution skills for parents of at-risk youth	1.1% (2)	7.4% (14)	21.7% (41)	38.1% (72)	31.7% (60)	0.5% (1)	0.5% (1)	13.7% (26)	38.4% (73)	46.8% (89)
<b>Parent support group</b> - for parents of at-risk youth to share resources and provide support	2.6% (5)	9.5% (18)	25.4% (48)	37.0% (70)	25.4% (48)	0.5% (1)	4.8% (9)	26.5% (50)	38.6% (73)	29.6% (56)
<b>Family violence interventions - programming aimed at</b> domestic violence, neglectful or abusive parenting	4.2% (8)	23.8% (45)	30.7% (58)	28.6% (54)	12.7% (24)	0.5% (1)	8.0% (15)	21.9% (41)	35.8% (67)	33.7% (63)
<b>Family therapy</b> - to work on improving and strengthening family functioning (communication, relationship building, promote parental involvement, etc.)	3.2% (6)	6.8% (13)	20.0% (38)	42.6% (81)	27.4% (52)	0.5% (1)	1.1% (2)	14.2% (27)	41.1% (78)	43.2% (82)
<b>Mental health services for parent/caregiver</b>	5.9% (11)	28.7% (54)	27.7% (52)	27.1% (51)	10.6% (20)	2.1% (4)	13.2% (25)	28.9% (55)	30.0% (57)	25.8% (49)
<b>Alcohol and Other Drug services for parent/caregiver</b>	4.3% (8)	28.6% (53)	34.1% (63)	25.9% (48)	7.0% (13)	2.1% (4)	10.1% (19)	29.1% (55)	32.8% (62)	25.9% (49)
<b>Information and referral/ Case management for services:</b> to help parents of at-risk youth know what resources exist and how to navigate the system to obtain appropriate services to meet their needs	3.2% (6)	16.7% (31)	20.4% (38)	33.3% (62)	26.3% (49)	1.1% (2)	9.6% (18)	22.9% (43)	33.0% (62)	33.5% (63)
<b>Parent Advocate/Family or Parent Partner-</b> knowledgeable/caring adults who can help parents/families learn how to navigate the system to obtain appropriate services to meet their needs	6.3% (12)	15.3% (29)	23.8% (45)	33.9% (64)	20.6% (39)	2.7% (5)	10.6% (20)	25.0% (47)	34.6% (65)	27.1% (51)
<b>Translation services</b>	4.8% (9)	20.7% (39)	31.4% (59)	29.8% (56)	13.3% (25)	3.7% (7)	10.0% (19)	28.9% (55)	26.3% (50)	31.1% (59)
<b>Legal consultation - assistance for parents/families on</b> justice or immigration issues	7.6% (14)	25.9% (48)	29.2% (54)	29.7% (55)	7.6% (14)	4.8% (9)	15.6% (29)	26.3% (49)	31.7% (59)	21.5% (40)
<b>Other</b>	40.0% (4)	0.0% (0)	10.0% (1)	20.0% (2)	30.0% (3)	11.1% (2)	0.0% (0)	16.7% (3)	27.8% (5)	44.4% (8)

8. Please think about what success would look like for the youth and families you know, serve, or represent if the needs listed in the previous question were met. Specifically, **what types of changes do you want to see** the San Mateo Juvenile Probation department focus on and use their funds to improve in the next five years? Please check your top three outcomes.

	Percentage	Sample (n)
<b>Improved family engagement, parenting skills and, better parent-child communication</b>	57.9%	114
<b>Decreased number of youth involved in justice system</b> and reduced recidivism (new crimes) for those who are already involved	55.8%	110
<b>Increased developmental assets for youth</b> (positive values, resiliency, empowerment, appropriate boundaries, constructive use of free time)	51.3%	101
<b>Improved connection and engagement in school</b> (decreased absences, disciplinary referrals, increased involvement in pro social school activities, GPA, graduation)	45.7%	90
<b>Decreased involvement at any level in gangs</b>	32.5%	64
<b>Decreased drug and alcohol use</b>	27.9%	55
<b>Increase in youth who feel safe and secure</b> (at home, at school, in general)	21.3%	42
<b>Decreased teen pregnancy</b>	3.0%	6
<i>Other</i>	1.0%	2

**RESPONDENTS' PERCEPTIONS REGARDING GAPS IN SERVICES/RESOURCES**

9. A variety of different services are provided by community-based organizations and city and county agencies. However, it is possible that not all communities have the same access to these services. For each of the services listed below, please indicate if there are cities/regions where this is NOT available by clicking the box. If you are not sure about a particular service or familiar with a specific region, leave it blank.

	Pacifica	Daly City	Other North County	Half Moon Bay/Pescadero	San Mateo	Redwood City	East Palo Alto/Menlo Park
<b>Family therapy</b> – to work on improving and strengthening family functioning (communication skills, relationship building, promote parental involvement, etc.)	9.3% (4)	9.3% (4)	23.3% (10)	46.5% (20)	14.0% (6)	16.3% (7)	51.2% (22)
<b>Behavioral therapy</b> – to help youth who present problems such as conduct disorder, school/social problems, anger management etc.	23.7% (9)	18.4% (7)	28.9% (11)	44.7% (17)	26.3% (10)	28.9% (11)	55.3% (21)
<b>Other mental health services</b> – to help youth with PTSD, ADHD, bipolar disorder, etc.	22.2% (6)	18.5% (5)	25.9% (7)	48.1% (13)	40.7% (11)	29.6% (8)	44.4% (12)
<b>Drug/alcohol rehabilitation</b> – to help youth receive treatment for addictions	16.7% (7)	11.9% (5)	23.8% (10)	28.6% (12)	35.7% (15)	11.9% (5)	52.4% (22)
<b>Vocational/job training</b> – to help youth gain skills needed for employment	30.3% (10)	15.2% (5)	24.2% (8)	51.5% (17)	33.3% (11)	30.3% (10)	48.5% (16)
<b>Structured after school activities</b> – programs designed to teach a variety of skills/hobby and to ultimately keep youth off the streets and involved in constructive activities (e.g., sports, living skills, arts, community service)	28.1% (9)	28.1% (9)	40.6% (13)	40.6% (13)	37.5% (12)	34.4% (11)	40.6% (13)
<b>Life skills training</b> (e.g., driver training, opening a bank account, completing a rental agreement)	30.8% (12)	28.2% (11)	33.3% (13)	43.6% (17)	35.9% (14)	38.5% (15)	53.8% (21)
<b>Alternatives to school suspension</b> – structured alternatives to staying home unsupervised when suspended	33.3% (17)	39.2% (20)	41.2% (21)	33.3% (17)	49.0% (25)	51.0% (26)	64.7% (33)
<b>Academic support</b> – to help youth who have Individualized Educational Plans, academic issues, and other special educational needs	21.7% (5)	26.1% (6)	34.8% (8)	30.4% (7)	34.8% (8)	43.5% (10)	60.9% (14)
<b>Transitional or “re-entry” services</b> –	36.6%	39.0%	41.5%	36.6%	36.6%	46.3%	51.2%

	Pacifica	Daly City	Other North County	Half Moon Bay/Pescadero	San Mateo	Redwood City	East Palo Alto/Menlo Park
<i>to help youth who are re-entering their communities (families, schools) after being placed in juvenile hall, camp, group home or foster care</i>	(15)	(16)	(17)	(15)	(15)	(19)	(21)
<b>Mentors/Coaches/Advocates</b> – to help youth in difficult environments find a positive role model or caring adult to help them develop resiliency skills.	28.2% (11)	23.1% (9)	23.1% (9)	35.9% (14)	30.8% (12)	35.9% (14)	51.3% (20)
<b>Leadership development</b> – to give youth leadership responsibilities and a sense of ownership	37.1% (13)	25.7% (9)	37.1% (13)	37.1% (13)	31.4% (11)	37.1% (13)	54.3% (19)
<b>Parenting classes</b> – to provide communication, parenting, and relationship building skills for teen parents	43.6% (17)	20.5% (8)	43.6% (17)	46.2% (18)	23.1% (9)	33.3% (13)	53.8% (21)
<b>Conflict resolution training</b> – to provide communication, anger management, and conflict resolution skills	14.7% (5)	20.6% (7)	29.4% (10)	35.3% (12)	17.6% (6)	32.4% (11)	58.8% (20)
<b>Parenting education/ skills classes</b> – to provide communication, relationship building and conflict resolution skills for parents of at-risk youth	40.0% (12)	33.3% (10)	36.7% (11)	36.7% (11)	26.7% (8)	36.7% (11)	63.3% (19)
<b>Parent support group</b> – for parents of at-risk youth to share resources and provide support	26.8% (11)	19.5% (8)	31.7% (13)	36.6% (15)	29.3% (12)	34.1% (14)	53.7% (22)
<b>Family violence interventions</b> – programming aimed at domestic violence, neglectful or abusive parenting	26.2% (11)	28.6% (12)	40.5% (17)	40.5% (17)	33.3% (14)	28.6% (12)	52.4% (22)
<b>Legal counsel</b> - assistance for parents/families on justice or immigration issues	26.5% (9)	29.4% (10)	35.3% (12)	47.1% (16)	26.5% (9)	26.5% (9)	41.2% (14)
<b>Other</b>	16.7% (1)	33.3% (2)	16.7% (1)	16.7% (1)	33.3% (2)	33.3% (2)	83.3% (5)

**RESPONDENTS’ PERCEPTIONS REGARDING BARRIERS TO ACCESSING SERVICES**

10. Listed below are some of the barriers or challenges faced by youth and families seeking help or fully engaging in services. Please rate **how much of a barrier you feel this is** by indicating the extent to which you see this for the group you know, represent, or serve .

	None	Few	Some	Many	All/ nearly all
<b>Lack of transportation</b> to/from services	2.2% (4)	9.8% (18)	36.4% (67)	40.2% (74)	11.4% (21)
<b>Lack of time</b> (e.g. parents working multiple jobs)	0.6% (1)	10.5% (19)	26.0% (47)	47.0% (85)	16.0% (29)
<b>Lack of childcare</b> (for younger siblings, other family members)	1.1% (2)	16.0% (29)	34.3% (62)	37.6% (68)	11.0% (20)
<b>Legal status of families</b> (i.e. undocumented immigrants have reduced eligibility for care, fear about consequences of seeking resources)	5.0% (9)	27.8% (50)	33.3% (60)	27.2% (49)	6.7% (12)
<b>Financial hardships</b> or cost of services	1.1% (2)	9.9% (18)	15.5% (28)	44.2% (80)	29.3% (53)
<b>Lack of culturally and linguistically appropriate services</b> (e.g. translation or services in other languages, service providers from other cultures/ethnic background, etc.)	4.9% (9)	24.7% (45)	29.1% (53)	28.6% (52)	12.6% (23)
<b>Lack of motivation to participate in a program/service</b> (e.g. denial of problem, unwillingness to put in effort, apathy, lack of understanding of importance of problem or potential benefit of services, lack of trust).	0.6% (1)	12.2% (22)	31.5% (57)	41.4% (75)	14.4% (26)
<b>Stigma</b> (e.g. cultural beliefs about counseling)	2.8% (5)	27.1% (48)	23.2% (41)	35.0% (62)	11.9% (21)

11. During our initial data gathering, we heard that there are also some **system issues that should be addressed** in order to better serve at-risk youth and their families. How important do you think the following are for your work or the group you represent?

	Not important	Somewhat important	Important	Very important	Extremely important
<b>Sustained funding for good programs/services</b> (long-term)	0.5% (1)	1.1% (2)	10.3% (19)	28.8% (53)	59.2% (109)
<b>Improved communication and collaboration among the various systems</b> serving youth and their families (sharing of information, multidisciplinary case management and planning)	0.6% (1)	3.9% (7)	15.6% (28)	29.1% (52)	50.8% (91)



	Not important	Somewhat important	Important	Very important	Extremely important
<b>Increased data sharing among systems</b> serving youth and their families (access to IT systems to cross-reference, report on shared clients)	1.7% (3)	11.1% (20)	21.1% (38)	35.0% (63)	31.1% (56)
<b>Improved communication between the justice system/law enforcement</b> agencies and families	1.1% (2)	6.1% (11)	22.7% (41)	32.6% (59)	37.6% (68)
<b>Culturally and linguistically appropriate services</b> (e.g., translation or services in other languages, service providers from other cultures/ethnic background, etc.)	0.5% (1)	4.4% (8)	21.9% (40)	29.0% (53)	44.3% (81)
<b>Safer neighborhoods</b> (e.g., reduced crime, less gang activities, more pro-social community-building activities)	0.0% (0)	2.8% (5)	10.1% (18)	23.5% (42)	63.7% (114)

**Considering your responses to this survey, and what you see to be pressing priorities in your everyday work, what do you feel the Juvenile Justice Coordinating Council most needs to consider as it sets its priorities for the next five years?**

- JJCC should focus on funding programs that attach to youth and families in a holistic way--giving them opportunities to try on different identities and grow different strengths by exposing them to new experiences and witnessing/debriefing their real life struggles. The programs need to meet the youth/families in their environments and need to be customizable to make it work for the youth/family.
- Invest in strengthening families and the role models for our youth. Prevention needs more attention. Get help to kids and families before the problems get too significant.
- The safety of neighborhoods and communities, including access to school, recreation, vocational facilities in proximity to home.
- Gather Insight and gather information from people who are on the lines and see it firsthand.
- If you/we do not provide helpful programs and resources for the youth to grow and be better people, the streets will offer them the opposite. We need to show that we care for those troubled youth!
- 1 - Smaller caseloads in order to provide more efficient and effective services. 2 - Provide Gang Intervention programs which is one of the most important needs that is not currently being met in the San Mateo County Juvenile Justice system. Anti-gang mentoring programs would not only address the gang culture that is growing amongst our youth, but would provide alternatives to the "gang life" which could include providing academic tutoring, job skills, pro-social activities, counseling, communication building, career building, in addition to many other programs or services.
- working with the community, especially the faith community
- Adults need an easier way to navigate the system, ie: where to obtain mental health services, availability of no/low cost medical care,
- children need mentors while participating in repairing damaged family relationships- sometimes it takes years before a child can again trust others and consistent follow-up is needed. I see a lot of times, children are dismissed from programs for lack of cooperation, motivation - but I believe that is when they need someone to keep at them to show they are cared about and loved
- More support, via case management, parent education, and therapy.

- Communication among providers is paramount, youth need structured activities (asset development), and families need to have support, education and help in navigating these complex systems.
- Education (confidence building for youth; parenting/confidence skills for parents; tolerance for diversity); Translation/cultural services; Alternative education for youth (trade schools); Increased facilities/programs for those with mental challenges.
- Maintaining/implementing services in the geographical areas of need, especially for families that are low income and have child care issues.
- Finding ways to build and maintain the connectedness of all entities to promote the well-being of teens: families, schools, community services/agencies and government - solve that locally and the world will be in awe . . .
- tapping into existing services in one community to see if services can be shared among a neighboring community (shared cost \$)
- gangs and drugs
- combining resources to effectively provide for the needs of these clients
- Finding the cultural connection that will enable relationship building between law enforcement, school officials and families is key. Once the relationship and trust is built amongst the adults involved (parents & officials), the attention will need to be educating & supporting families (parents) so that they may guide youth appropriately and allow youth opportunities to be empowered. Finally, securing funding and manpower for services and programs that are serving the community in the capacity stated above, will be the deal maker or breaker.
- Parent/Child relationship building I think is the key to dealing with most issues faced by kids. Look at the main reasons cited and researched and most point to family issues. I think a multi-disciplinary approach to family well being is the best way to combat issues facing our youth and the time between contact of the youth in our various systems to the time services start is crucial in giving faith to the family that help can happen.
- The JJCC can best serve the county in my opinion by addressing the quality, availability and access to services. I know that sounds like everything, but they are already doing most of them. The commission regularly "audits" both Probation and community services, and provides feedback to those agencies. Availability simply has to do with keeping the doors open, which is obviously already a focus. Transportation seems to be an area that could be expanded upon. We have some of the best non-profit and public services in the state, but if people don't have the ability to get to them, that doesn't mean anything. We often use the term "Meet people where they're at" with regards to providing service, however, in these times of lesser economic resources, perhaps "Bring people to where they're (services) at" is a better motto. It is far more cost effective to have centralized services and provide transportation than it is to have multiple satellite services, and hope that people can get there. I wish the JJCC luck and many responses on their survey. I think that seeking input from a strong cross-section of the community is admirable. I'd like to add that although I primarily responded in my role as a probation officer, including almost 10 years in Juvenile Services, I also have experience at the community volunteer and appointed official level, so those perspectives are also included in my responses.
- Vocational training, anti gang mentoring, and drug and alcohol services.
- Transition services: helping youth transition back into the home and community after they've been released from either the hall or camp, or some other structured environment.
- Youth need healthy family relationships and safe schools where they feel important in order to thrive.
- Protection of the community and consistent resources for youthful offenders and their families.
- more training for young people special after school,
- Funding for alternative programs where there can be positive interactions with youth and families with the community and community agencies such as law enforcement, school, community based organizations and local businesses.
- Restorative justice versus punitive measures that are not supported by decades of research outcomes. Focus on harm reduction rather than setting all of us up for failure and only accepting abstinence. Strength-based reward systems versus only using consequences to mark failures.

- Programs for parents of delinquent youth need to stay in place, as they are extremely important. Also, mental health and substance use programs are critical. Last, a therapeutic approach is best for children.
- Reduce recidivism
- Bridge the gap with youth and parent communication. Provide ways for positive interaction inside the homes. It's really the lack of a structured family life that continues to make the youth act out.
- Educating parents about appropriate discipline, communication and parenting skills from early on. Then follow-up with parents. Many parents are abusive and neglectful, which the law enforcement over looks and then the youth turn to crime. We need to work on preventing this situation.
- Most of the issues faced by the youth we serve seems to stem from a "disconnect" from the world around them. They need resiliency, problem solving, and coping strategies to help them positively navigate the often confusing and seemingly disconnected expectations of their families, schools, neighborhoods, and surrounding communities. Parents also need these skills, and need to be familiarized with the different environments, as well as how to "parent a child" in these environments.
- I think that there needs to be an awareness increase for the different nationalities & cultures that live in the area. We need an immediate physical connection with the JJCC & first off having someone of our own ethnicity helps in a heart beat. Being able to understand the cultures & traditions will strengthen their understanding & ability to work more effectively & gain the trust & respect of the people.
- A few questions ago, I was asked to prioritize needs as I saw them. I believe if we have better communication in families, and kids feel safe at home, at school and in the community, then we WILL see reduced recidivism, fewer kids using drugs and alcohol, and fewer teen pregnancies. When people feel empowered and have access to the services they need, then other things begin to fall into place. Cutting services, such as counseling, mentoring, job training, and treatment, for example, may fix our budgets temporarily but will hurt our communities in the coming years. Making sure the families are directed to the appropriate services and have access to them (can pay for them) is the next step.
- Programs in the community with after school activities, free counseling services for youths and families, and mentor programs.
- Focus on positive, future building activities (school, employment, community belonging).
- Youth have a wide range of options besides going to a four year college
- Stem the tide of high school drop-outs utilizing existing options.
- Transitional aged youth require their own supports as they transition into adulthood. They are often lumped into either youth or adult services which lack the expertise is understanding their developmental needs. More emphasis for transitional aged youth services beyond just ILP for foster care youth is a mandatory requirement for the success of this age group. Until the change is made in this delivery of services and in the mind shift of those serving these young adults then they will continue to fall through the cracks as they have resulting in increased incarcerations and for more serious felony charges then ever.
- Consistency. Whenever we get a good program, it ends up getting cut due to lack of funding. Past examples include: RRP, YARP, DEW, U-turn, Summit Program, FFT etc. Also, there are numerous programs that are available in the community that the probation officers either do not know or about, or quit referring to because they do not trust the agency (ie the agency stops communicating or is secretive with probation). Additionally, when the probation department does set up a program, they do not take into account the needs basic needs, like transportation. As an example, the DEW program would have serviced many more youth if we had transportation for them. A working parent and or youth from EPA has a hard time getting to RWC, much less the YSC.
- Early intervention for youth before they offend...more counseling services.
- Increased collaboration with other youth providers (as noted earlier) behavioral health, schools, communities - to increase partnerships and decrease the stigma and occurrence of behavioral, emotional, mental and addiction issues initiating legal consequences.
- Family counseling/intervention. Involved parenting is key.

- Legal rights for children and parents..More low cost services...
- That many of the youth that we serve, are at a very serious point in their lives. Help bridge parents and youth with positive programs that encourage the youth to succeed. Many of today's youth feel no one cares. As adults, we must prove them wrong. Parents that need to help with the Juvenile Justice Coordinating Council. I believe programs were parents are required to be a part of beeterr the youth, will help.
- I have seen an increase in gang activity in San Bruno. They seem to be getting involved at a younger age. Gang awareness and resistance programs, for both the parent and juvenile, need to be expanded upon. There are several scenarios where parents do not recognize the signs that their child is involved with gangs because they do not know what to look for. Education for both the youth and parent is very important.
- From my educational viewpoint, I feel that coordination between agencies providing services to our youth is critical. I also feel that there should be a coherent vision of where we are going with very specific goals that are youth-centered. For example, increasing the academic success of students who are transitioning from court and community schools back to their regular schools. We need to decide the parameters and criteria we are going to use to determine our success before we decide on the strategies we will use.
- collaboration with schools and community partners
- If you don't deal with and provide opportunities for services for at-risk youth, you will deal with them as adults.
- We struggle most with teen pregnancy and high school drop out rates; these are the two factors that are most closely associated with lifelong poverty and homelessness. Anything juvenile justice systems can do to reduce these would benefit individuals, their families, and the community.
- I think the actions we see that are being carried out by our youth today is a plea from them for help. In many cases, they don't necessarily have the tools they need to communicate their needs effectively. The tools would include, a better and safe academic learning environment and a safe and conducive home learning environment. In short, our kids need to feel safe at home, at school and on their way to and from those places.
- "What we care most about, we'll work hard to help make it succeed."
- The family, a kid's level of participation in school including extracurricular activities and the building of a kid's self esteem.
- Activities and support to help kids want to stay at home and/or involved in safe activities. Mental health and behavioral support for parents and children.
- Given the number of young adults that fall through the system, it is imperative that we establish support for those foster children who are leaving the foster care homes, yet need support to continue education, job training, basis living training-maintaining a bank account, bills, etc. how to care for an apartment, room, cooking v eating out each day, budgets, transportation, daycare.
- Invest in proven prevention and early intervention strategies that support youth and their families.
- Sustained funding and support for proven and promising projects Advocacy for community based prevention / intervention programs Increased cooperation with Law Enforcement agencies to share information with CBO's who work directly with gangs, youth involved destructive behavior Advocacy/funding to develop innovative projects similar to the Right Connection in San Jose, or the CALLES project in San Francisco A long term Violence Prevention Initiative in San Mateo County similar to what the CA Wellness Foundation did statewide in the 1990's
- Consistent community resources targeted to most at-risk communities.
- picks the things that are overall felt by respondents as the things we need to try to sustain in an overall environment of dwindling resources that can help us get to our long term goals
- Prevention work by helping families/teens access the services they need and become active participants in their communities. Families/teens who come from cultural and/or linguistic minority communities need to feel that they are respected and valued by the larger community. Teens, regardless of immigration status, need to feel like they have a future that offers them economic security and dignity.
- Funding to hire and keep officers employed. Funding towards after school activities.

- Great after school programs that provide healthy meals, mentoring, transportation, counseling and school assistance.
- Parents and parental engagement is the most important factor to youth success. (Of course, kids with connected parents can also struggle. But these kids will be supported and most likely persevere in the end.) Parenting classes are most helpful to the most clueless or disconnected parents -- and often most helpful to the parents of young children. Absent positive, effective parenting, SMC needs to 1) find/provide positive activities that are also interesting to our youth and 2) finding adults who can engage and mentor troubled youth through the rough patch and help them visualize themselves as healthy, positive adults. We also need to remember that there is a rejection of authority that is built into being a teen. We should be focusing on finding ways to harness that energy to positive ends instead of pathologizing and criminalizing. Easier said than done, but positive one-on-one relationships and appealing after-school activities will probably be most-effective for most youth, while saving the intensive therapeutic services and support for the true and serious mental health cases.
- More services offered to families in need in the preventative stage.
- Supporting and educating dysfunctional families
- Increased access to resources in rural distressed areas like Half Moon Bay. We are an isolated community and many funders tend to overlook our vital community.
- Creating a single site (ex. School of enrollment) where resources are available such as Police (SRO), Probation (DPO), CPS, SSA, PAL etc... An assessment center at school
- I believe that we need to address the needs of the parents in the areas of housing, employment, childcare, and legal status. If these basic needs are met, the parents are better able to meet the needs of their children. The children cannot be successful if the parents are in constant financial and legal crisis.
- Family dynamics and all that it encompasses!
- Safety of the community, community services to the youth and families that truly work not just renewing contracts with old favorites
- Engage in programs that have demonstrated success rather than experimenting since this is too important to not get right, especially with the limited funds.
- Effective "re-entry" or transitional support systems that focus on life skills and academics.
- It needs to prioritize its goals. With the limited amount of resources available, it should select only three targets and fund those three and do it completely. It should not attempt to dole out small amounts of money to every agency which applies for some. Decide on three and then fund those three.
- Help students learn from their mistakes productively through community service and other positive activities as alternatives to jail.
- 1) Assessment Center -The importance of preserving, supporting the multi-disciplinary front end team Assessment Center for at risk youth and families to divert youth from the juvenile justice system. Commitment of shared resource from Child Welfare, BHRS, AOD, Education and Probation to establish a single point of entry. 2)Parent skills training programs that are accessible throughout the County- seriously lacking/dwindling and one of the most important low investment and high impact resources. 3) Parent training programs for parents of youth with mental illness, and other special need pops. 4) Families in poverty- support services/outreach including immigration and acculturation issues.
- I think that the Justice Department Coordinating Council most needs to consider prevention. Then for those that slip through, second chance programs that give a youth a second chance after they have made a mistake. A program that helps them see that they have made a mistake but that they can learn from that mistake and change their paths to a more positive one. A program that lets them know one mistake doesn't have to ruin your life.
- When working with youth, we need to remember that they are not fully developed individuals. The recidivism rate would lower if community services and family services were better.
- Consider partnering with quality after school programs that push educational excellence.

- Advocate who will provide social, cultural, growth to improve academic performance and engagement.
- Schools are the best places to engage at risk families and families in the criminal justice system. Parents are willing to go to school based activities, adolescents will consider treatment and early intervention.
- youth connection with school, and ability to stay in school will be a most significant indicator of the youth's future
- Enlist volunteers to work with parents to teach them good parenting skills. Enlist volunteers to tutor children at all grade levels who are having trouble with language or academic subjects. Develop programs to intervene with gangs, violence, substance use using paid professionals for this.
- For me continuing change, updated Probation Officers culturally competent officers and people who are devoted to harm reduction as an alternative to incarceration getting to know how to work with families of the juveniles keeping an open mind to other providers ability to help get the job done.... maybe even home visiting model and see how that works back to the basics of caring about the family the entire family because serving one person is not going to change anything.
- The problem is like an ecosystem, with many causes, and there are many sub-geographies, all feeding into each other. The approach of the municipalities and the agencies involved truly needs to be coordinated. -Steve Kane
- Providing resources, i.e. personnel, to assist public schools when there is a need to assist students and families who are in crisis, especially when students run afoul of the law.
- A continuum of care with sustained funding that includes both a prevention and reentry focus.
- Youth who feel a strong connection to their family, community, and school are less likely to participate in behavior that would threaten the well-being of their family, community, and school. Let's get young people engaged in setting and achieving their goals in life: graduation, job training, leadership.
- Services available to youth and family members to assist them as needed to accomplish the goals and plans placed on them. The services has to be available in order for them to succeed. Otherwise we're just setting them up to fail.
- Wellness and recovery interventions that offer real, and sustainable alternatives to gangs, drugs, and dropping out.
- Many of these students/children are dealing with adult problems. Maybe not on purpose, but they are exposed to stressors and living conditions where these issues are embedded. They can't help it. We can. Parents NEED to get involved. Parents need to CARE and take responsibility for their child. If their child is out of control, then that parent needs support, parenting classes and still, the responsibility falls on them. We can only do so much at school. I see kids constantly getting suspended for the same thing over and over and over again, yet those same students have no consequences at home. They still get to ride their dirt bike, get allowances and have their freedom in the community. If we care so much at school, why aren't the parents caring so much at home? These kids need to be entertained and stimulated. So many stimulations are coming from video games, cell phone and internet sources that they are bored out of their minds at school. It's not our job to entertain the kids, but it's our job to keep them engaged. I would love to see more parents step up and show an interest in their child's education. I want to see them come to school to meet the counselors, teachers and see the daily interactions of a school environment. I want them to see with their own eyes what a structured environment looks like, but it's exactly what parents need to implement. A structured, engaging environment. They just don't have the tools to do it.
- Need to hire culturally and linguistically appropriate people for each community. Their employees should be trained on cultural humility and a welcoming attitude to be effective in working with the people they serve. We should look at their needs from their perspectives and not our's.
- Empowering youth through such vehicles as the Youth Court (East Palo Alto is good example) and other leadership programs.
- Gathering and using data for decision making. Giving juveniles an opportunity to improve their learning and job preparedness.
- Innovative staff who have ideas who are caring and willing to work extensively for the persons they are providing for and not for the glory of how others perceive them. No matter the funding or programs if people aren't willing



to give it their all then no program can be successful nor will the participants. Providing materialistic things to people is not enough. People will respond when they believe the representative and or individual actually cares about what happens.

- Culturally sensitive services for children and families. Focus work on prevention, education and rehabilitation.
- Parenting classes - skills and strategies for raising children who will be equipped to resist gangs and drugs.
- Provide funding for city programs around support and intervention for these families in crises.
- Prevention approaches
- creating more alternatives for youth in the community to spend time safely/avoid getting in trouble; increased culturally/linguistically appropriate parenting supports/groups/education;
- re-entry services
- The JJCC must consider the important need for keeping probation officers/staff in the community. Recent and future cut back in probation staff will lead to less community involvement and supervision of delinquent and at risk youth. This in turn will result in difficult problems for the county as a whole, and for many individual municipalities. The JJCC should voice their concern in these matters, because in the end not only will the community suffer, but the youth in the juvenile justice system will suffer as well.
- Cultural sensitivity and educating probation officers regarding family dynamics and other systems that interface with Probation.
- Programs that balance professional and consumer participation in solution-finding. Consumers and communities would be empowered to take as active a role as possible in defining goals, determining how to meet them, and sustaining positive outcomes. Mutual respect, support, and accountability among communities, consumers, and agencies. Collaboration would occur via well-defined partnerships across disciplines.
- Focus on the younger kids nowadays, even the elementary school level. More life skills/respect classes in the school. Drug education and gang prevention programs early.
- Reduction in caseload numbers-more probation officers, law enforcement presence in the schools, reduce recidivism by employing more front loaded risk prevention programs, streamline the Court paperwork practice in the juvenile justice system much like the old family court style.
- I don't represent any group that is being referred to in this survey. My opinions come from having been involved in the Juvenile Justice system since 1977. I have not answered the questions because I am not sure that my opinions which are not data driven would be relevant.
- Prevention and early intervention efforts.
- It's important to keep in mind that success is difficult to measure as there are multiple variables that affect the outcomes for the populations we serve. Well implemented programs and effective budgeting is key and should be a priority in the next five years. Priorities should include prevention and early intervention efforts (e.g. diversion, mediation, in-home support for youth and families, among other things. Close attention should also be given to managerial positions that are funded but are not part of the actual work that takes place. "Actual" meaning the 1:1 contacts made with the hundreds of families that often require our support for extended periods of time. Lastly, it is unfortunate that decisions are made by some who have very little knowledge of what actual takes place in our everyday work. Those in such positions should "shadow" and see what is actual done , rather than have our work translated completely by a show of numbers and unreliable success rates.
- Families who experience D.V. incidents are in need of services and support. It is important that services remain available to victims and their families. Youth who are raised in families where D.V. incidents are perpetrated are in danger of engaging in similar behavior as teens or adults.
- Decreasing the number of juveniles entering the justice system, and decreasing the number of repeat offenders, by having community resources available to help all families with at-risk youth. Prevention is key, and schools are a great place to involve in prevention activities.
- Consistent and secure funding to sustain on-going progress.
- I feel the last part of this survey says it all. Most problems occur from the time a youth gets out of school and

parents get home. Also, on weekend evenings because there is no positive place for the youth to go hang out. Every time the government makes cutbacks, youth sports, arts, and afterschool activities are taken away. This is why youths get into trouble. They get bored. We need more late night weekend activities. We also need to stop glorifying gangster lifestyle. Thank you!

- The main problem facing the system right now that I see are agencies fighting over limited funds. There truly is no way to fund things for long term in the financial climate today. The schools are all on a different page, law enforcement agencies, probation, social services etc. as well. We all need to learn to work together and share resources as we did in the past.
- After school program in every community
- Active involvement with the student, families, and the school. Monitor attendance and behavior/suspension/referrals.
- More specifically for the probation status children, there needs to be more services provided for them while incarcerated that deals with how they'll function once released (e.g., dealing with peer pressure, mental health issues, job training, conflict resolution, mentoring) since they will most likely be returning to the same environment from which they were getting into trouble. Maybe working on these things sooner than later will improve the recidivism rate.
- Sustainable funding for programs.
- Wrap around services for youth are important. Creation of programs etc. is great however most youth are relationally led to participate as they start experiencing an internal shift. Many good programs have virtually empty buildings because they can't actually reach the youth they want to serve. Focus on capacity building for culturally ignorant providers and relationship building with youth as a means toward engaging them in programming/services.
- The children's environment and protecting them from gangs. Establishing after school programs and safe places to go after school. Extra curricular activities after school. Mentors to check in with kids after school. Advocates for kids to spend time with on the weekends. CASA's...every kid deserves one.
- Working under the budget cuts that you must face, finding a way to work as a collaborative community to help students engaged in risky, illegal activities find a mentor and set goals to turn their lives to a productive not destructive path. Look at rehabilitate not just punish.
- providing services to lower the initial referral to probation provide services to lower recidivism.
- I would recommend looking at the trends across the board and facing every problem head on. For example if a particular race and age group is known to do whatever then brainstorm and see how this can be addressed. If more girls from a certain culture are now being seen doing whatever then it should be addressed to stop it. Also it is best probably best to talk to the young offenders and find out why they do what they do and what do they need to make them stop this behavior. This may prove to be very effective. The focus going ahead must be on the parents role with their children, prevention techniques regarding the youth, and strong follow up with the offenders and teaching them how to reach out and network with appropriate services in time of need.
- Definitely my role in working with young people around tobacco issues slants my view toward that issue as a top priority. I would predict that nearly all the clients in the Juvenile Justice system are tobacco users, and we need to work hard to change the culture of smoking in that system. Young people become addicted to tobacco at an early age, and it is related to other drug use (ATOD), adherence to treatment, school achievement, and financial wellbeing. There are great ways to engage youth who are high risk in decision-making exercises around tobacco use. This issue can be one in which these youth gain confidence and make a smart and healthy decision for themselves (with support) to build on future successes. Quitting early saves a great deal of money and if we can help bring them to a smoke-free mindset, they will ultimately live longer and not be dependent on a substance to handle stress. Smoking cessation has also been show to assist with abstinence from other substances, and presumably ATOD use is related to many of the issues at the core of youth being entered into the JJ system.
- Most needed are facilitating services - i.e. language and cultural facilitation for those afraid to come forward due to cultural and immigration barriers, facilitators to help match the needy to the best help for their needs, and informed line-level personnel who can make referrals or provide resources and reference information at the point of contact between the line-level official (social, law-enforcement, schools, medical) and the public in need.



- Identifying programs that actually are proven to be successful that have been in operation for several years whether they are local, state or nationally recognized programs.
- time, budget, and lack of staffing
- I work with youth that are incarcerated, they need programs to learn to deal with life. Life Skills, Cog Skills, Domestic Violence, Drug and Alcohol, Anger Management, Education.
- Free counseling for minors who are not on probation for intervention purposes such as anger management, alcohol/drug treatment. Free educational classes for their parents in regards to alcohol/drugs and gangs. A contact person that they can call and ask for assistance. Follow-up home visits or telephone calls for status update.
- The Juvenile Justice must keep the programs alive or we are going to lose the kids.
- I believe that an important priority would be increased utilization of treatment readiness and brief intervention strategies for mental health and alcohol and other drug treatment services. With these services many barriers to the effectiveness of treatment can be reduced resulting in improved show rates and better outcomes.
- I believe we need to work together to pool resources and people. Often times the school is not a major part of the work with families/students. Communication between and among folks who work with youth is extremely important and needs to be improved. Students spend most of their day at school and school officials/personnel know the families and students extremely well and can help with all aspects of students problems in the criminal justice system.
- The Probation Department partnering with companies that have opportunities of employment within the county. Finding jobs for youth appears to keep them occupied, they have a reason to tell their friends they can't associate with them, and it boosts their self esteem.
- I would love to be a part of the Juvenile Justice Coordinating Council. I can be reached at 650-326-6440 x 304.
- I think that they should see what programs are available in each city or area of the youth they are working with. For example if you are in San Mateo but live in East Palo Alto WE AS YOUTH ADVOCATES should make sure that Re-habilitation programs, and after school programs along with Student aid programs are available all over.
- Groups for youth to attend and keep occupied after school hours to them engaged and out of trouble. Provide more mental health support to the adolescent and the family and provide them with tools needed to make changes to their family system. Change the focus to keeping youth from reoffending through different programs offered through out the county.
- coordinate services with non-profit, faith based and schools with clear vision, outcomes and evaluation tools
- Holding parents accountable for raising and being involved with their kids in a pro-social manner. Kids need activities and structure during and after school in order to build self-esteem, life skills, and positive social activities.
- After care services when youth get released from camps and/or juvenile hall. I have seen it time and time again, youth get released into the community, back into the same neighborhood, with same people around and go back to what got them in trouble in the first place.
- Work that focuses on prevention and giving youth and families realistic and positive opportunities to build skills, contribute to their communities, engage in meaningful work, play, and relationships, and receive mental health services that promote self-reflection, insight, internal motivation and hope.
- We need to concentrate more on prevention. Working with kids who have not already gotten into trouble.
- educational support
- Getting out into the community and making services assessable both by location and cost.