

2019

Annual Report



Probation Department
San Mateo County

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San Mateo County Probation

The San Mateo County Probation Department ensures the protection of public safety by:

- Investigating major elements of crimes, the impact upon victims, the criminal histories and behavior of offenders, plus possible sentencing alternatives and providing this information to the Superior Court in the form of accurate and impartial reports and recommendations.
- Monitoring and supervising those placed on probation to ensure that court ordered “conditions of probation” are obeyed and public safety is maintained.
- Operating facilities that provide care and custody of youth involved in the juvenile justice system.

Within the criminal justice system, probation represents the link between the application of appropriate consequences for illegal behavior and the recovery of offenders to productive, law-abiding lives.

The San Mateo County Probation Department has four divisions highlighted in this report:

The **Administrative Services Division** provides support in the areas of payroll and personnel, fiscal, contracts, procurement, background investigations and training, information technology and data, research and analysis.

The **Adult & Realignment Services Division** protects the community by enforcing probation conditions and supporting the Court’s decision to impose appropriate sentences as well as reducing recidivism through collaborative efforts in specialized supervision.

The **Juvenile Services Division** protects the community through victim restoration, youth offender accountability and rehabilitation. Innovative programs and interventions stress youth asset development, offender accountability, family stability, and social responsibility, thereby reducing the impact of crime and delinquency in the community.

The **Institutions Services Division** provides juvenile court-ordered secure and non-secure programs, including detention, camps, and community service. The goals of the Division are to provide safe and secure housing for youth detained by the court, protect the public, support families, and aid in youths’ rehabilitation and transition to the community.

Mission, Vision & Core Values

Mission

The mission of the San Mateo County Probation Department is to enhance community safety, reduce crime, and assist victims of crime through offender accountability and rehabilitation.

Vision

The vision of the San Mateo County Probation Department is to be a proactive and innovative agency which facilitates positive changes in offenders' behaviors that reduce recidivism and foster a law-abiding lifestyle.

Core Values

Leadership

Promote collaborative efforts, strength-based approaches, and evidence-based intervention strategies for positive community change. Strive to be a model for a highly effective, efficient, and visionary organization. Empower all employees to be creative and innovative. Lead by example from all levels within the organization.

Integrity

Employ the highest ethical standards and demonstrate honesty in all our interactions on and off duty. Demonstrate the courage to stand up for our beliefs and do what is right. Remain open, transparent and accountable to the public we serve.

Professionalism

Represent the best interest of the department, the county, and the community. Treat clients and victims with respect and courtesy. Accept responsibility and follow through to meet commitments. Work to find solutions when problems arise. Create a cohesive work environment.

Excellence

Aim for excellence in everything we do. Prioritize work to achieve goals and meet deadlines. Exhibit high standards of performance. Aim for continuous improvement.

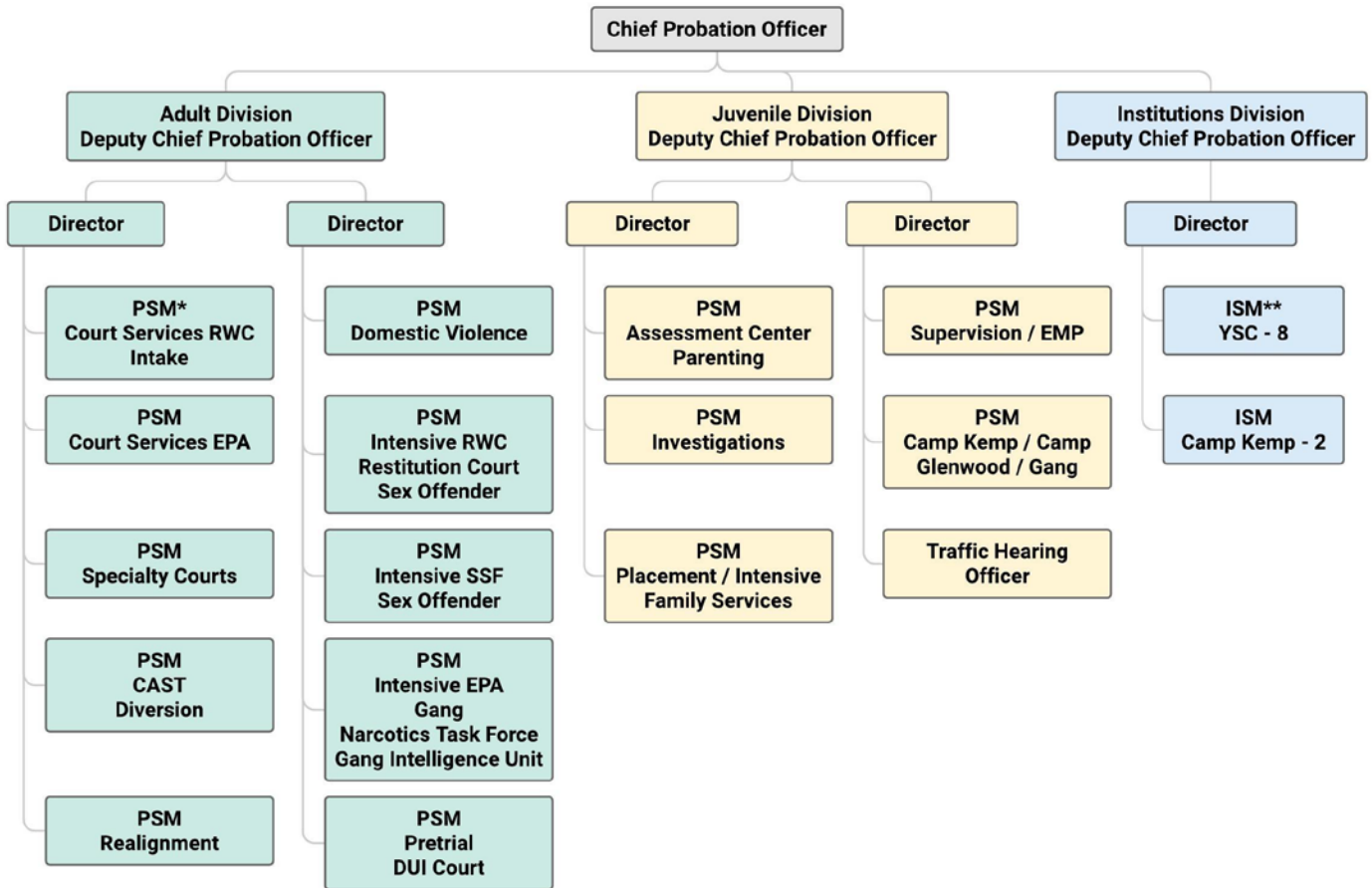
Teamwork

Work collaboratively with internal and external stakeholders. Share information and resources. Promote an environment of "shared responsibility."

Department Goals

1	On an ongoing basis, enhance, maintain, and deliver a high level of innovative and quality services and programs.
2	Continue to use evidence-based assessment tools to supervise offenders according to risk level.
3	On an ongoing basis, advance communication and collaboration, internally and with partners.
4	Maintain status as a certified evidenced-based organization.
5	Enhance and expand victims' services and the restoration of victims.

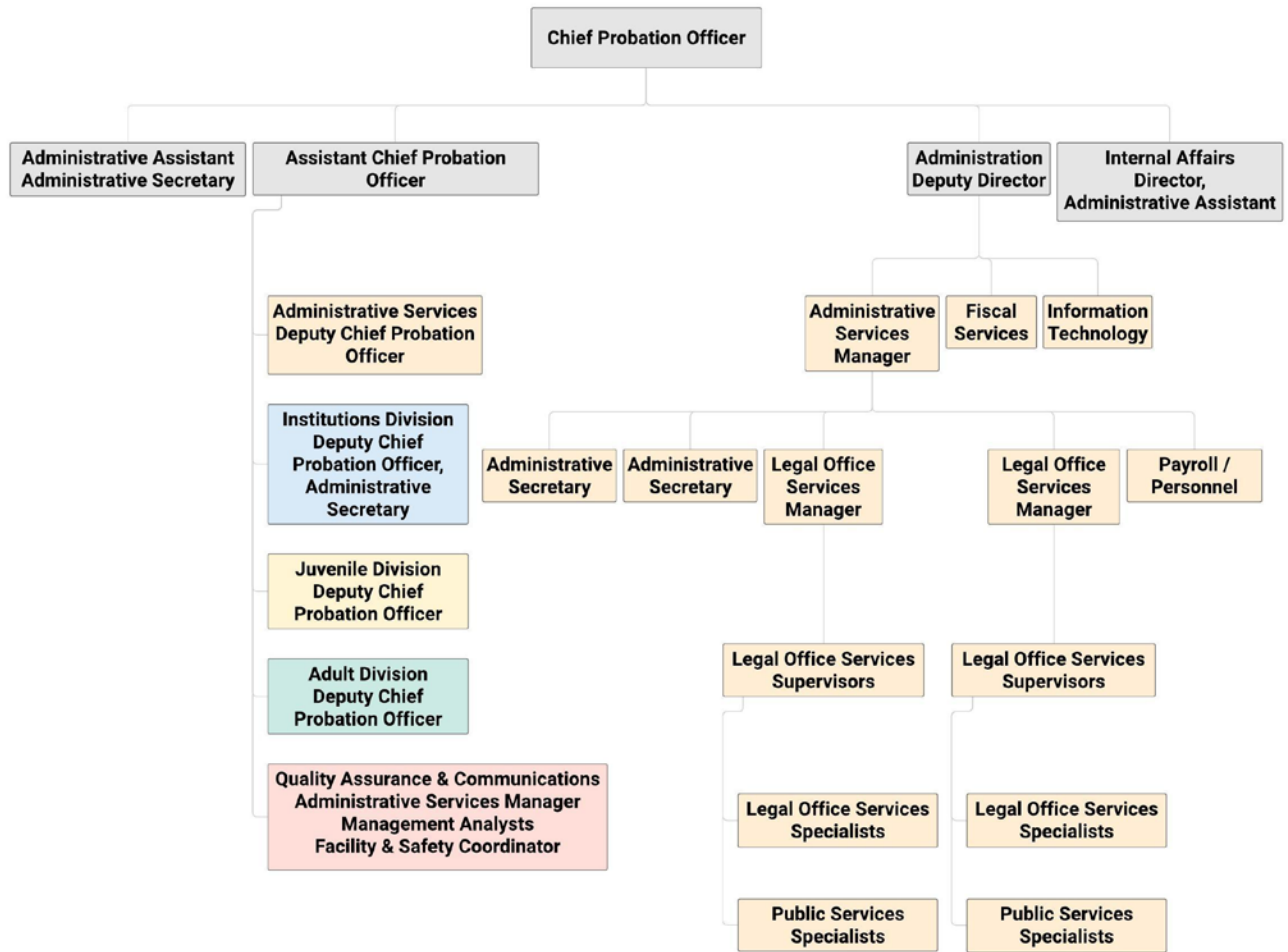
Sworn Staff Organizational Chart



* Probation Services Manager

** Institution Services Manager

Professional Staff Organizational Chart



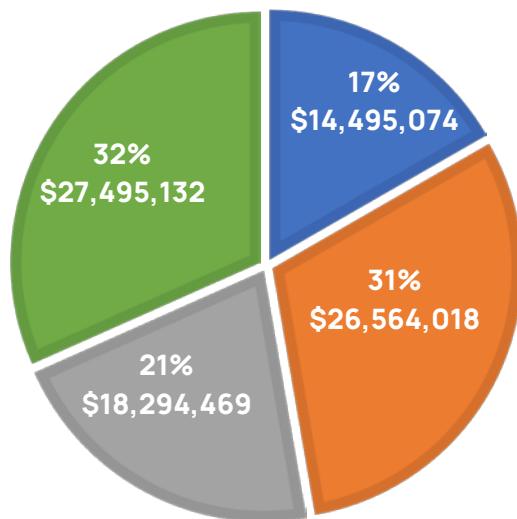
Administrative Services Division

In FY 2018-19, the Administrative Services Division managed a total budget of \$86,848,694, supporting a total of 415 authorized positions. The breakdown is seen below:

FY 2018-19 Actuals	
Total Sources	\$43,205,550
Total Requirements	\$86,848,694
Net County Cost	\$43,643,144
Funded Positions	415

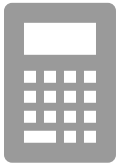
Fiscal Services
Payroll and Personnel
Information Technology
Quality Assurance
Communications
Background Investigations
Training
Internal Affairs
Contracts
Procurement
Facilities Management
Ergonomics
Safety Equipment

FY 2018-19 Budget Actuals by Division



- Administrative Services
- Adult and Realignment Services
- Juvenile Services
- Institutions Services

Fiscal Services

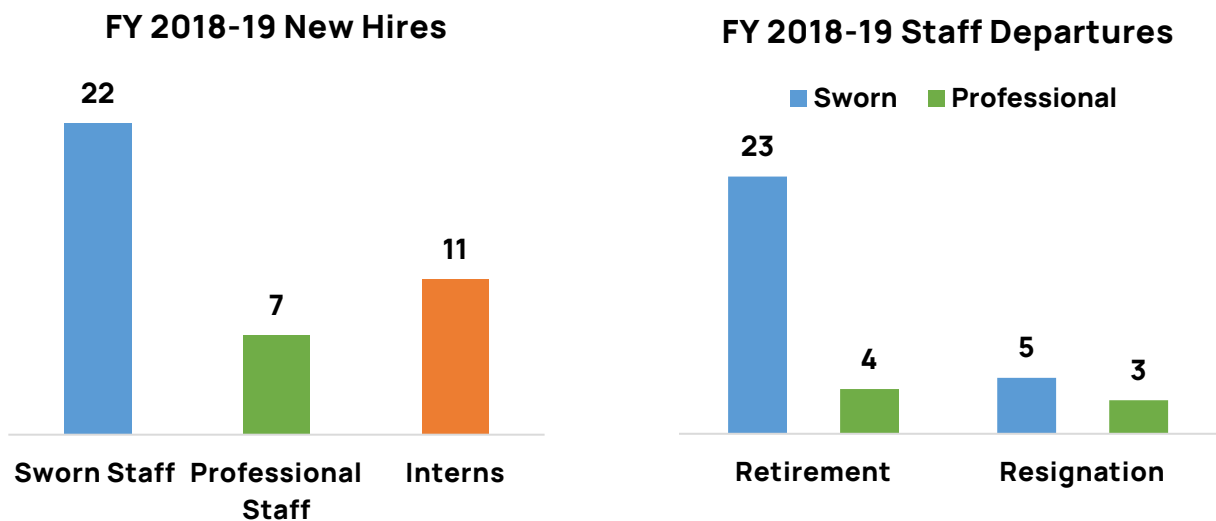


The Fiscal Services Unit is staffed with one Financial Services Manager, two Accountants, and three Fiscal Office Specialists. Together, the unit develops internal accounting policies that align to the Controller’s Office and is responsible for the financial infrastructure of the Department.

These include accounts payable, accounts receivables, collections, cash management, financing, general accounting, as well as the court-ordered fines, fees, and restitution that offenders must pay. Additionally, the Fiscal Services Unit also issues payments to contracted vendors for supplies as well as community-based organizations for services for juvenile and adult programs.

Payroll and Personnel

Staffed by a Payroll Services Supervisor and a Payroll/Personnel Specialist, this unit performs all Human Resources functions for the Probation Department. The unit supports 415 paid employees. Support activities performed include maintenance of personnel records, processing of personnel and payroll-related transactions as well as of newly-hired, promoted, or separated employees.



Information Technology



The Information Technology (IT) Unit is responsible for all technology including computer hardware and software applications used by the department. The unit is led by one IT Manager, two full time and two work-out-of-class Department Systems Analysts, one Senior IT Analyst, one Applications Support Analyst, two IT Technicians and two interns. IT works collaboratively with the County's Information Services Department, industry-leading vendors, and partner agencies within the county and throughout the state to ensure seamless delivery of technical support for software and desktops; development of new case management systems and innovative technology solutions; and integration between criminal justice business systems for maximum information sharing and delivery.

In 2019, the IT Unit completed the following projects:

- ✓ Probation Information Management System (PIMS) Stabilization Phase II
- ✓ PIMS-OffenderLink Outbound Interface
- ✓ Phase I Implementation of eProbation – Pretrial Case Management System
- ✓ Phase I Implementation of Tyler Supervision – Juvenile Hall Safety Check Hardware/Software Solution
- ✓ Department-wide Hardware Refresh Project – deployed 188 laptops, 214 desktops, 716 monitors
- ✓ Department-wide Implementation of CellCAST Video Boards – internal and public-facing solutions
- ✓ Project BRAINSTORM – Adult Probation & PIMS Application Efficiencies Project
- ✓ Institutions Security System Stabilization Project
- ✓ DeDrone Implementation – Youth Services Center Drone Detection/Tracking Solution

The following pilot projects were completed to determine end-user feedback, readiness and device functionality:

- ✓ Windows 10 & Office 2016 Feasibility Assessment
- ✓ Project SUMMER – Probation Case Management System Research Project
- ✓ Spokeo for Law Enforcement application assessment
- ✓ Mobile Device Management Assessment: iPhone-to-Samsung Transition Protocol
- ✓ ServiceNow Upgrade & Expanded Protocol

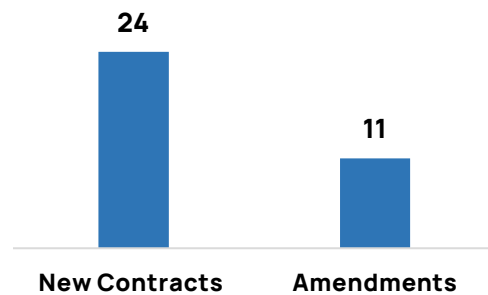
Quality Assurance and Communications



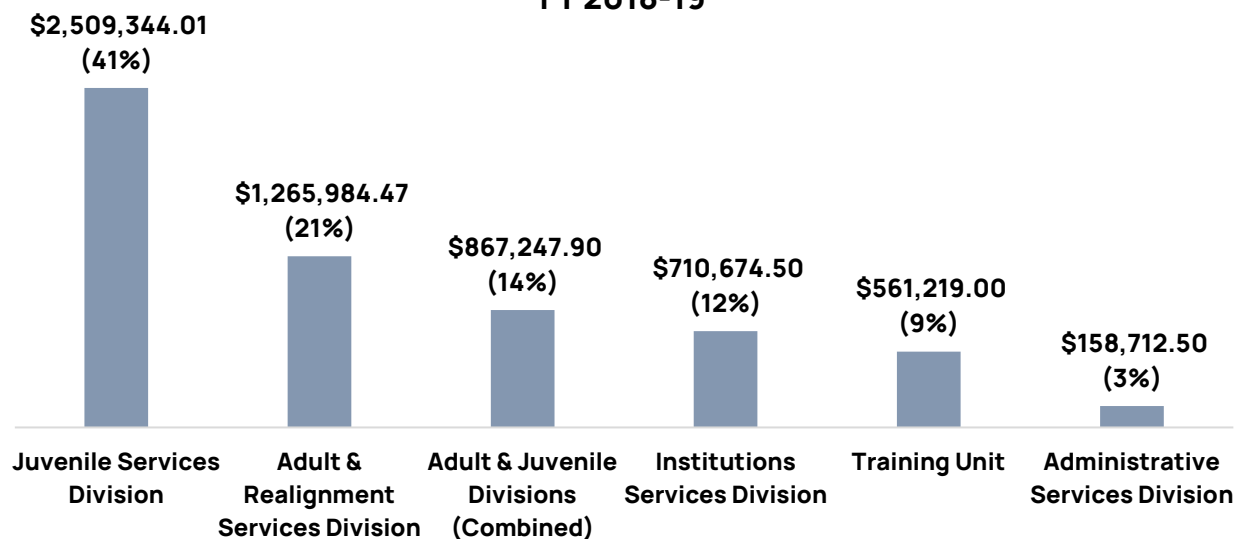
There are three Management Analysts supporting four divisions within the Department. This unit manages approximately 68 contracts that total over \$9 million. The Management Analysts are responsible for the solicitation, execution, and monitoring of all these contracts. In addition, this unit collects and evaluates data on departmental programs as well as prepares pertinent reports submitted to both internal and external stakeholders. The Management Analysts also are responsible for writing grant applications that support various Department programs and executing a wide array of special projects.

Below is a breakdown of the total sum of contract amounts per division in FY 2018-19:

Contract Management in FY 18-19



Sum of Contract Amounts per Division FY 2018-19



*Three contracts included services in both Adult and Juvenile Services Divisions: Redwood Toxicology, Inc., the National Council on Crime & Delinquency (NCCD), and SCRAM of California.

**For contracts funded by the Juvenile Justice Crime Prevention Act (JJCPA), Juvenile Probation and Camps Funding (JPCF), and Youthful Offender Block Grant (YOBG), only the FY 2018-19 budget amount is reflected in the graph above.

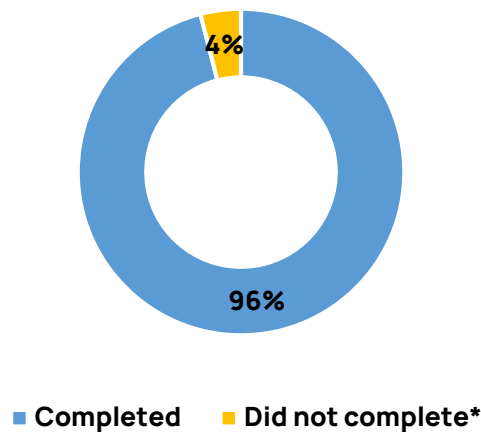
Many of the Department's contracts are funded by the State of California and other outside grants. The majority of contracts within the Juvenile Services Division and Institutions Services Division are funded by the Juvenile Justice Crime Prevention Act (JJCPA), Juvenile Probation and Camps Funding (JPCF), and Youthful Offender Block Grant (YOBG). In FY 2018-19, these three grants provided approximately \$4.39 million in funding towards youth services.

Background Investigations, Training, and Internal Affairs

The Background Investigations, Training, and Internal Affairs Unit is committed to providing the community with the highest quality of Probation Department employees. The unit conducts thorough background checks as part of the Department's hiring process, ensuring candidates meet the highest professional and ethical standards.

The unit also oversees Department training, coordinating the delivery of all training courses for Department employees, including compliance with the mandated hours for standards and training for corrections for all sworn staff – 40 hours annually for Deputy Probation Officers and 24 hours annually for Group Supervisors. In addition, the unit coordinates the County's required 20 hours per year training target for the Professional staff.

20 Hour Training Requirement for FY 18-19

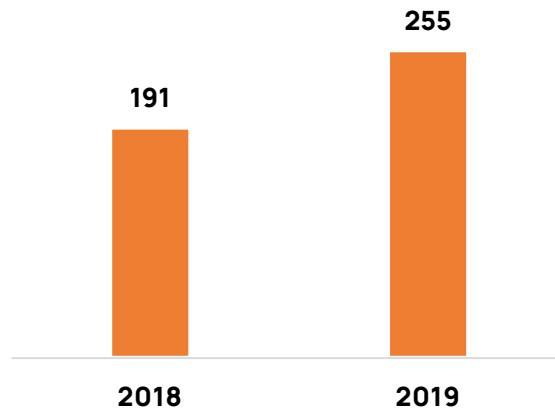


** This number includes staff who were on leave.*

Facilities Management and Safety Equipment

Staff assigned to this unit are responsible for a variety of facilities issues such as the management of card keys, hard keys, and ergonomic equipment. This unit also maintains an inventory of safety equipment purchased for the sworn staff.

Number of Facilities Issues Addressed and Completed



Adult & Realignment Services Division

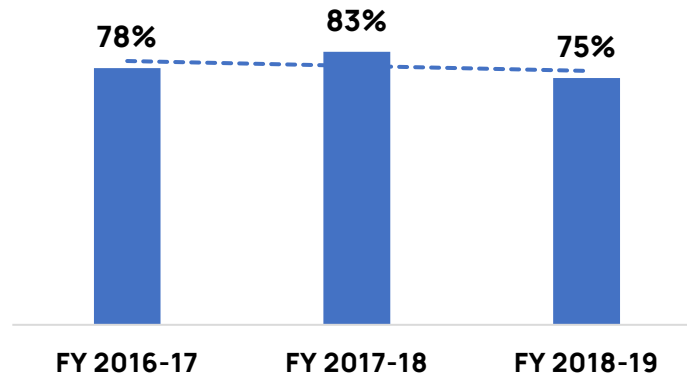
The **Adult and Realignment Services Division** supports community safety through the collective efforts of the County's criminal justice system. There are 83 Deputy Probation Officers (DPOs) and 11 Probation Services Managers (PSMs) assigned to the division. Sixty-four DPOs supervise approximately 3,476 clients, while 19 DPOs provide court investigations or pretrial monitoring. There are 38 professional staff and five Legal Office Services Supervisors (LOSS) to support probation work. They are supervised by a Legal Office Services Manager and an Administrative Services Manager.

The professional staff are the primary source of administrative support for the division. Most administrative staff are grouped into units that focus on our Superior Court and Municipal Court cases, Domestic Violence, and specialty court matters. In addition to processing a high degree of legal documentation, reception coverage, and managing the supply rooms, the professional staff also fulfill the Department's Peace Officer Standards and Training (P.O.S.T.) requirements by having designated personnel update our California Law Enforcement Telecommunication System (CLETS). As part of their duties they also process audits and state reports mandated by the Department of Justice.

The tables on the next page displays the percent of adult offenders successfully completing probation over the last three fiscal years and a snapshot of the number of clients supervised in each unit as of August 31, 2019 (these numbers do not include clients with active warrants over 30 days old).

Intake
Court Investigations
Computer Assisted Supervision Team (CAST)
Diversion
Domestic Violence
Sex Offender
Intensive Supervision
Post-Release Community Supervision (PRCS) & Mandatory Supervision (MS)
Bridges
Drug Court
Veterans Treatment Court
Pathways
Driving Under the Influence (DUI) Court
Military Diversion
Gang
Gang Intelligence Unit
Narcotics Task Force
Pretrial
Reentry
Restitution Court

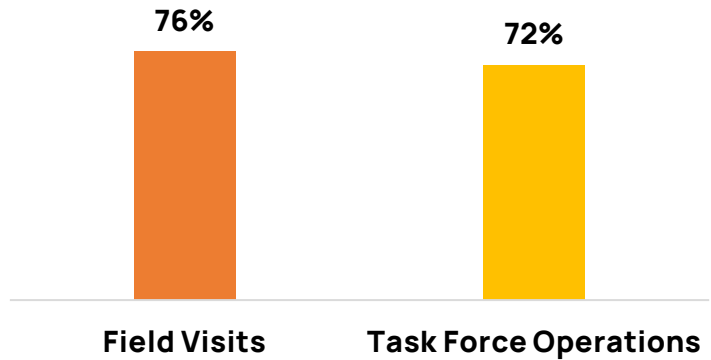
**Percent of Adult Offenders
Successfully Completing Probation**



Unit	Snapshot: # of clients supervised as of August 31, 2019
Bridges	26
CAST	1,200
DEJ	58
Diversion	543
Domestic Violence	304
Drug Court	10
DUI Court	175
Gang	80
Intensive	572
Military Diversion	22
Narcotics Task Force	3
Pathways	39
PRCS & MS	288
Sex Offender	139
Veterans Treatment Court	17
Total Supervised	3,476

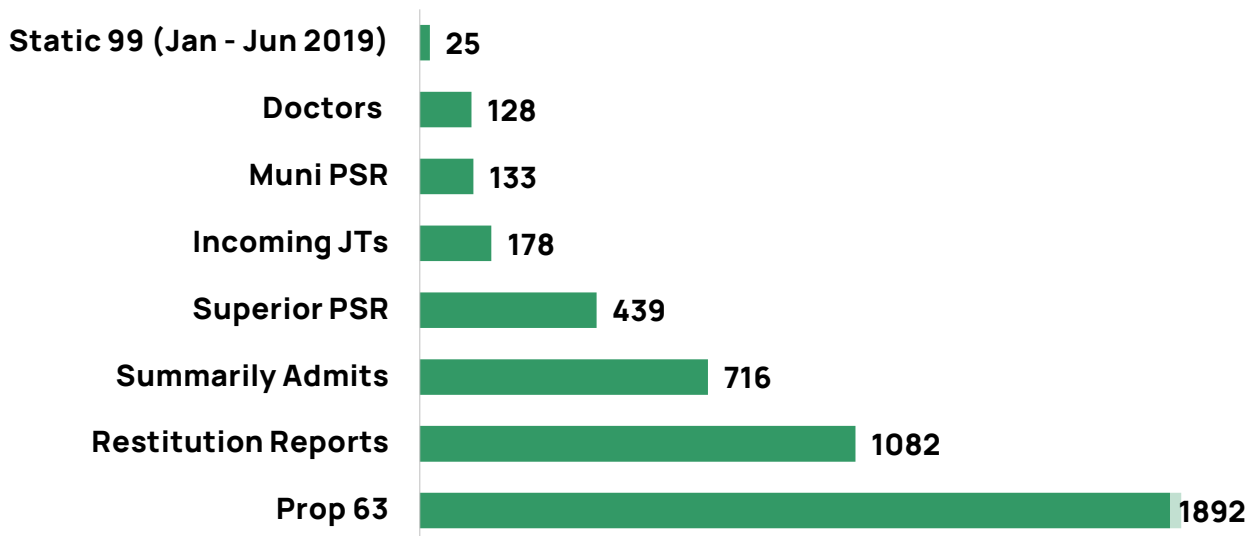
The Division is responsible for making direct contact with offenders through routine field visits and through special field operations. In FY 18-19, the Division conducted approximately 1,500 field visits and recorded a 76% field visit compliance checks with high risk offenders. The Division has also led two multi-agency law enforcement task force operations focusing on offenders associated with domestic violence and sex offenders.

Percent of Actual Field Compliance Checks Made with High Risk Offenders in FY 18-19



Approximately 4,600 **court reports** were written in FY 2018-19, a 33% increase from FY 2017-18. Deputy Probation Officers provide sentencing and treatment recommendations to judges on a regular basis.

Court Services: Referrals in FY 18-19

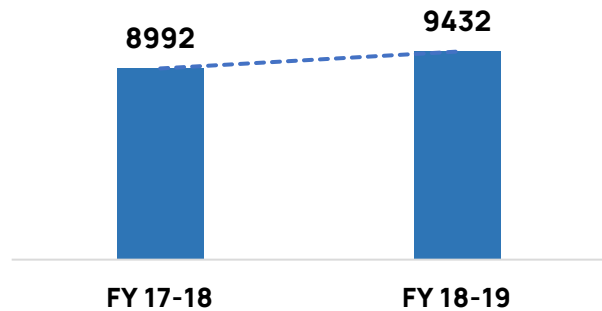


The **Pretrial Services Unit** was monitoring approximately 542 defendants on Supervised O.R. at the end of FY 18-19. They completed 9,432 investigations.

Pretrial Pilot Program

In response to a Request for Applications released by the Judicial Council of California (JCC), San Mateo County convened a countywide Pretrial Services Working Group whose members included staff from the Superior Court, Probation, Sheriff's Office, District Attorney's Office, Information Services Department, County Manager's Office, and the Private Defender Panel. This collaborative worked together to submit an application to the JCC, including developing a new monitoring matrix to recommend the appropriate monitoring level for each defendant. Release conditions will aim to maximize court appearance and public safety. GPS, house arrest, and continuous alcohol monitoring would be available options for defendants on supervised own recognizance release.

Pretrial Services Unit: 9,432 Investigations Completed in FY 18-19



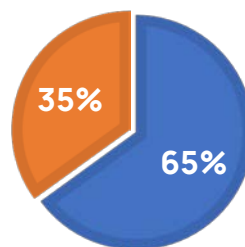
In August 2019, San Mateo County was notified that it is one of the recipients of a grant award in the amount of \$6.1 million to implement enhancements to the existing Pretrial Services program, including a new monitoring matrix with appropriate release conditions for defendants on pretrial monitoring.

The purpose of **DUI Court** is to reduce repeat alcohol-related incidents, accidents, injuries and death. As of June 2019, DUI Court had 196 active participants, a 66% increase from the 118 active participants one year prior.

SCRAM of California provides electronic monitoring through a Continuous Alcohol Monitoring Device (CAM) for participants in DUI Court. The CAM device measures for

Continuous Alcohol Monitoring (CAM) Overall Program Compliance in FY 18-19

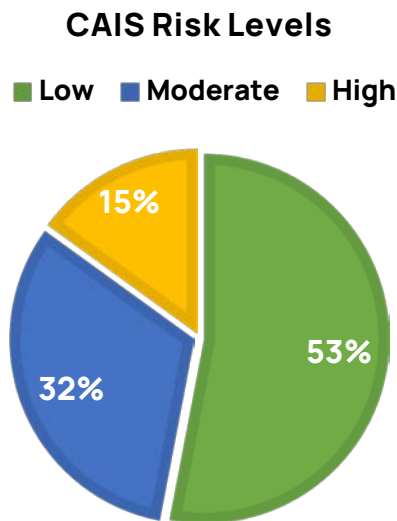
- Compliance rate (no confirmed violations)
- At least one confirmed violation



alcohol through a transdermal process every 30 minutes, 24 hours a day. During FY 18-19, 65% of supervisees on CAM were compliant, meaning there were no tampers to the device and there was no alcohol consumption.

Correctional Assessment and Intervention System (CAIS)

DPOs administer an evidence-based risk assessment tool called the Correctional Assessment and Intervention System (CAIS). This tool is used to assess the different levels of supervision based on risk strategies to re-offend. With the results of the risk assessment, DPOs develop individualized case plans that address the offenders' criminogenic needs. The number of low-risk individuals increased by 6% since FY 17-18.



CAIS Supervision Strategies

The CAIS provides a supervision strategy for the offender of selective intervention – situational (SI-S), selective intervention – treatment (SI-T), casework/control (CC), environmental structure (ES), and limit setting (LS). The characteristics of each of these supervision strategies is outlined in the figure on the next page.

<p>SI - S</p>	<ul style="list-style-type: none"> • 10% of San Mateo County probationers • Offenders have pro-social value structures and experience sufficient stability in their lives. • Often, their involvement with the system is limited or an isolated event related to extenuating circumstances (e.g. stress). • Offenders in this group require low levels of contact.
<p>SI - T</p>	<ul style="list-style-type: none"> • 42% of San Mateo County probationers • Offenders have similar characteristics to the SI-S group, however they may experience any of the following: ongoing drug or alcohol abuse, sexual offense history, or serious emotional disturbance. • These offenders may require treatment to deal with the specific issues listed above.
<p>CC</p>	<ul style="list-style-type: none"> • 32% of San Mateo County probationers • Offenders experience general instability in their life (changing jobs frequently, family problems, chemical dependency). This group commonly experience alcohol and drug abuse. • Offenders may react negatively to those in positions of authority.
<p>ES</p>	<ul style="list-style-type: none"> • 4% of San Mateo County probationers • Offenders generally lack social and vocational skills. They have difficulty with cause-and-effect thinking and lack insight. • Offenders need to improve social skills (e.g., assertiveness, ability to judge character, and ability to empathize).
<p>LS</p>	<ul style="list-style-type: none"> • 12% of San Mateo County probationers • Highest level of engagement in criminal behavior. Offenders often view being a "successful criminal" as a major goal in their lives. • Offenders in this group need to have firm limits set with detailed consequences, and these consequences must be enforced consistently.

Juvenile Services Division

Every youth is given the opportunity to be a healthy, educated and successful individual who contributes to a safe and supportive community

The Juvenile Services Division protects the community through advancing the principles of balanced and restorative justice, youth offender accountability and rehabilitation. There are one Administrative Secretary, 31 Deputy Probation Officers (DPOs), five Probation Services Managers (PSMs) and two Directors within the division. As of June 30, 2019, there were **285 juvenile probationers in the community** under DPOs direct supervision, and an additional **270** receiving other services within the Assessment Center and Investigations Units.

The table below highlights the number of juvenile probationers on supervision caseloads in each of the respective units as of June 30, 2019.

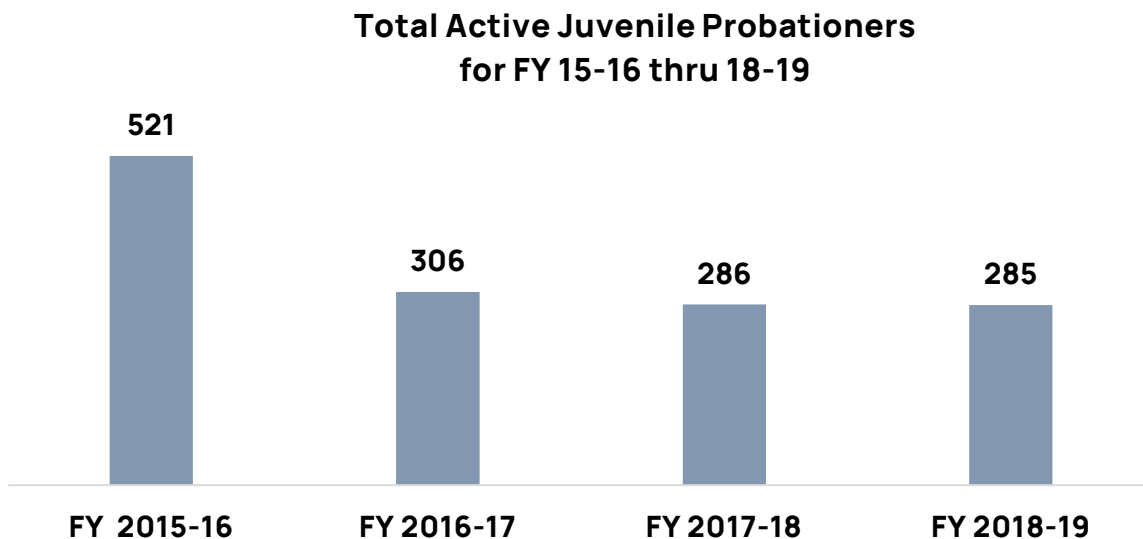
Supervision Unit	# of Youth Supervised
Camp Margaret J. Kemp - GIRLS	17
Camp Glenwood Aftercare	17
Commercially Sexually Exploited Children (CSEC)	2
Department of Juvenile Justice (DJJ) Re-Entry	3
Family Preservation Program	20
Gangs	16
General Field	99
Intensive	78
Placement / AB12	23
Wraparound	10
Total Supervised	285

55 of these youth listed above are also under direct supervision of DPOs overseeing the Electronic Monitoring Program (EMP)

The table below shows the number of additional juvenile probationers on other caseloads within the Juvenile Services Division as of June 30, 2019.

Unit	# of Youth
Assessment Center	161
Investigations	109
Total	270

The chart below highlights the number of juvenile probationers over the span of four years. Importantly, these data points are based on the number of active probationers as of June 30th of each of the respective years.



Assessment Center

The Probation Department maintains an intake program to investigate law enforcement referrals and explore alternative dispositions, referring a case for formal court proceedings only when necessary for the welfare of the child or protection of the public. All youth referred for a law violation are evaluated by the Intake Assessment Center Deputy Probation Officers (DPOs) using a validated risk assessment tool and are either diverted out of the system and offered the appropriate level of services or referred to Court. The DPOs in the Assessment Center develop case plans to identify

the youth's and family's strengths and needs. The case plan is monitored and updated when there are significant changes, or at least every six months.

FY 2018-19 Statistics
1 PSM
2 Senior DPOs
3 DPOs
809 Cases Referred
410 Mandatory Sends to the District Attorney
106 Youth Successfully Completed Diversion
99% of Youth Completing Diversion without New Law Violations

Diversion Programs:
Letter or Reprimand
Victim Impact Awareness
Petty Theft Program
Mediation
90-Day Intervention
Informal 6-Month Contract

Investigations

Deputy Probation Officers (DPOs) in the Investigation Unit provide statutory mandated duties. When a finding is made by the Court, DPOs are required to prepare a Social Studies Report whereby they conduct interviews with the minor and family as well as gathering pertinent information from other agencies such as Child Protective Services, Behavioral Health & Recovery Services, and the minor's school, counselors and/or therapists. The social studies report presents the Court with a recommendation designed to treat and eliminate any areas of identified risk or need for the youth. Once the court renders a disposition, the case will be transferred to the appropriate probation unit for supervision. However, if the charges are dismissed during this process, the case will be closed. Information provided below is as of June 30th, 2019.

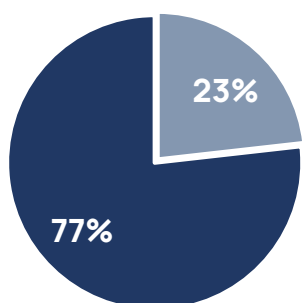
FY 2018-19 Statistics
1 PSM
2 Senior Court Officer DPOs
1 Senior DPO
4 DPOs
292 Reports Written
220 Cases Transferred to a Supervision Unit
56 Cases Dismissed

Types of Reports Written	Number of Reports Written as of 6/30/19
654.2 WIC Suitability	51
DEJ Suitability	8
Dispositional Reports	188
Continuances	3
Addendum 241.1	7
Detention Reports	29
Addendums	6
Total	292

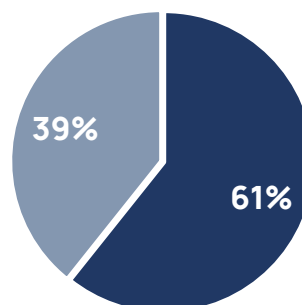
San Mateo Police Department - Diversion Program

Probation has assigned one Deputy Probation Officer (DPO) to work in collaboration with the San Mateo Police Department's Youth Services Unit, their Police Activities League and the YMCA to improve overall outcomes of diversion-eligible youth who are engaged in low level offenses and at-risk behaviors. This is an early intervention program targeting youth ages 11 through 17 geared towards avoiding involvement in the juvenile justice system, which addresses mental health needs and substance abuse, to reduce deviant behaviors and provide educational classes to youth and their families. The charts below represent youth demographics and status of program completion for FY 2018-19.

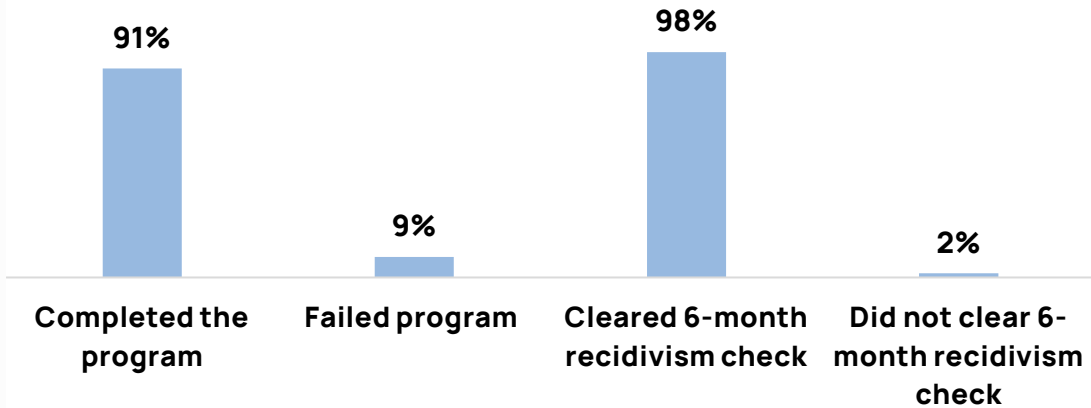
■ Female ■ Male



■ High School ■ Middle School



SMPD Diversion Program Outcomes



Field Supervision

Field Supervision is comprised of two units of Deputy Probation Officers (DPOs) who supervise juvenile-justice involved youth based on the youth’s risk of re-offending and the severity of the offense while allowing those who need additional support services to receive them.

General Supervision Unit

Supervision of youth who require a moderate level of supervision to assist them with meeting their conditions of probation and avoiding further interaction with the juvenile justice system. DPOs maintain monthly contact with youth on their caseload, rotating contacts between the home and their families, school, and the probation office.

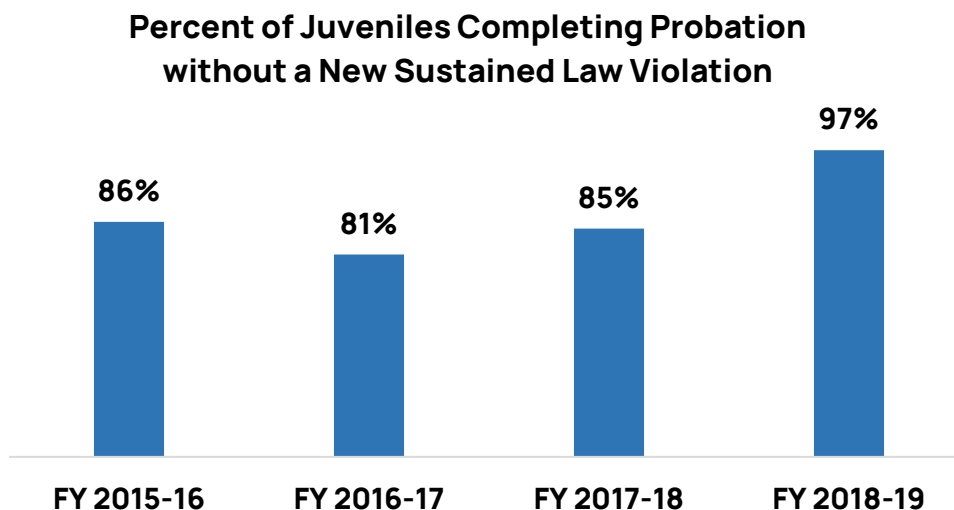
Intensive Supervision Unit

Supervision of Juvenile Court wards who are designated as high-risk offenders in need of more intensive supervision and intervention strategies. These DPOs maintain frequent field contacts where wards are regularly searched to ensure they are not in possession of contraband and randomly provide urine samples to ensure they are alcohol and drug free. These DPOs also work collaboratively with other local law enforcement agencies, treatment programs and schools and participate in the San Mateo County Gang Task Force, Narcotic Task Force and the Neighborhood Response Teams.

FY 2018-19 Statistics

- 2 PSMs**
- 4 Senior DPOs**
- 9 DPOs**
- 232 Cases**
- 163 Youth Completed Probation**
- 97% Completed Probation without a New Sustained Law Violation**

The chart below highlights the percentage of juveniles completing probation without a new sustained law violation over the span of four years. These data points are based on the same point in time of June 30th for each of the respective years.



Intensive Family Services (IFS) & Placement Unit

This unit consists of both the Family Preservation Program and the Wraparound Program which are designed to meet the unique needs of each youth and their family.

Family Preservation Program (FPP)

FPP serves youth ages 12 to 18, with a primary focus on keeping the family unit together. The DPOs in this unit work with families in the community who are at risk for child abuse and/or neglect. These youth have either been charged with low-level offenses or come from homes where the functionality of the family has been compromised and are at high risk for out-of-home placement. DPOs work closely with youth and their families who have experienced significant family emotional, and/or mental health issues. The program offers intensive case management and therapeutic interventions by mental health providers.

Wraparound Program (Wrap)

Wraparound DPOs provide intensive support and supervision services to extremely high risk/need families. The program is designed to meet the unique needs of each child by requiring family participation and focusing on the strengths of the family. DPOs work in close collaboration with the Wrap Team and a variety of treatment programs as

well as community-based organizations. Recommendations for the Wraparound Program must be approved through the Interagency Placement Review Committee (IPRC) for youth who are at risk of being placed in out-of-home care. DPOs also prepare all court reviews which are held every 90 days.

Placement

When out-of-home placement is ordered by the judge, the Placement DPOs will match a youth’s individual needs to the most appropriate out-of-home placement and are responsible for supervision and case management of the youth. These DPOs ensure the safety and well-being of the youth, maintain monthly face-to-face counseling with youth, monthly visits with their parents/guardians, and complete a comprehensive case plan with the goal of reunification. Placement youth are required to appear before the court every 6 months whereby the DPO will prepare a report on the progress or lack thereof.

FY 2018-19 Statistics
1 PSM
2 Senior DPOs
4 DPOs
97% Youth Remain in Their Homes
20 Cases Terminated without New Law Violations

The chart below represents risk indicators of youth at program entry over the span of four years.

Risk Indicators at Program Entry	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Alcohol or Drug	52%	39%	74%	59%
Attendance Problem	80%	72%	78%	73%
Suspension/Expulsion in Past Year	73%	67%	70%	64%

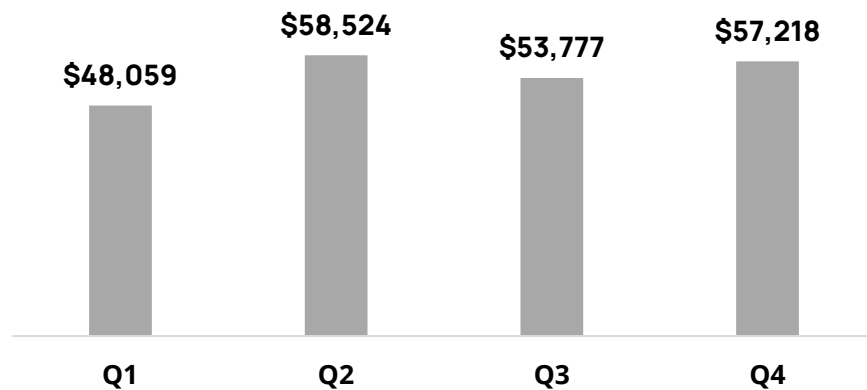
Traffic Court

The Juvenile Traffic Court Unit handles cases involving persons who are under 18 years of age who are charged with offenses relating to the operation of motor vehicles and/or pedestrian safety, as well as marijuana/alcohol/curfew violations. Legal Office Specialists (LOSs) handle a variety of duties related to processing traffic citations, scheduling clients for court and preparing files for the Traffic Court Hearing Officer. LOSs enter all mandated information into both the Traffic Court and the Department of Motor Vehicles

FY 2018-19 Statistics
1 LOS Manager
1 LOS Supervisor
4 LOSs
1 Traffic Hearing Officer
1,238 Citations Processed
1,179 Court Hearings

databases. This unit oversees and maintains the Traffic Violator Course completion data and reporting efforts and collects all Traffic Court ordered fines from clients.

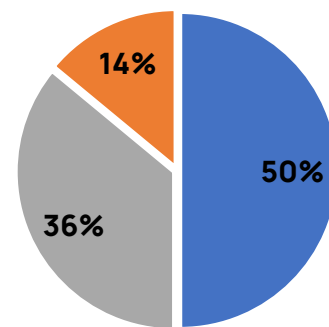
Traffic Court Fines Collected FY 2018-19: \$217,578



Juvenile Assessment and Intervention System (JAIS)

JAIS is a risk, strengths, and needs assessment tool designed to assist in effectively and efficiently supervising youth, both in institutional settings and in the community. The JAIS consists of a brief prescreen assessment known as the JAIS Boys Risk or JAIS Girls Risk, which indicates the likelihood of the youth to reoffend. These are followed by a full assessment and reassessments components. The graph to the right demonstrates the number of youths who were *low*, *moderate*, and *high* risk on the initial prescreen efforts for FY 2018-19.

JAIS Risk Levels



■ Low ■ Moderate ■ High

Supervision Strategy

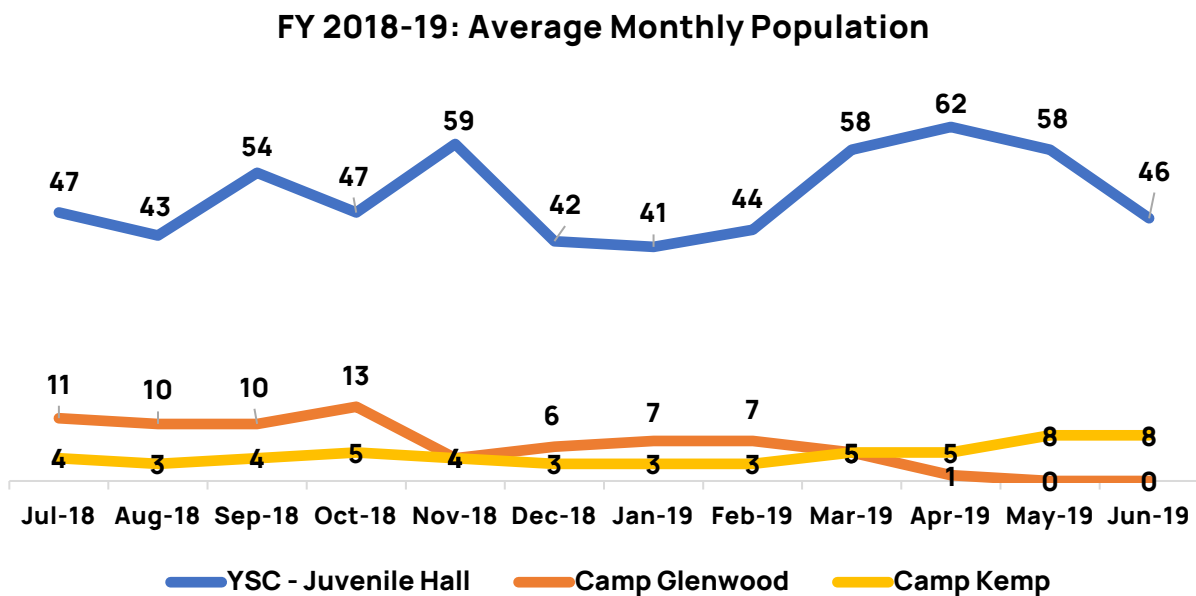
JAIS provides a supervision strategy method for youth categorized as Selective Interventions (**SI**), Casework Control (**CC**), Environmental Structure (**ES**), and Limit Setting (**LS**). The figure below outlines the characteristics of each of these supervision strategies and represents the percentages of our juvenile population for FY 2018-19.

<p>SI</p>	<ul style="list-style-type: none"> • 66% of San Mateo County juvenile probationers • Youth have pro-social value structures and experience sufficient stability in their lives. • Often, their involvement with the system is limited or an isolated event related to extenuating circumstances (e.g. stress). • Youth in this group require low levels of contact.
<p>CC</p>	<ul style="list-style-type: none"> • 16% of San Mateo County juvenile probationers • Youth have experienced chronic instability that may be the bi-product of chaotic or abusive home environments. • Youth commonly experience emotional disorders and substance use and may react negatively to those in positions of authority.
<p>ES</p>	<ul style="list-style-type: none"> • 10% of San Mateo County juvenile probationers • Youth generally lack social, intellectual, and vocational skills. • Youth need management that is direct and concrete and that promotes the development and understanding of social skills.
<p>LS</p>	<ul style="list-style-type: none"> • 8% of San Mateo County juvenile probationers • Highest level of engagement in criminal behavior. • Youth have engaged in violent and aggressive behavior. • Youth in this group need to have firm limits set with detailed consequences, and these consequences must be enforced consistently.

Institutions Services Division

The Institutions Services Division provides juvenile court-ordered secure and non-secure programs, including the Youth Services Center - Juvenile Hall, Margaret J. Kemp Camp for Girls, the Community Care Program, and the Phoenix Reentry Program (PREP). Camp Glenwood for boys closed in March 2019. All youth who are detained are provided evidence-based or curriculum-based programming and services using promising practices.

The Division's partnership with the San Mateo County Office of Education's Gateway Community School remains collaborative as staff are present within the school setting to maintain order and to intervene when behavioral problems arise with youth. Youth in custody attend Hillcrest School and are provided an educational curriculum from a WASC accredited school system. They receive personalized learning and access to college courses that better prepare youth academically, so they are more successful in school when released.



Population Trends

Since FY 2017-18, the average monthly population has decreased for YSC - Juvenile Hall and Camps:

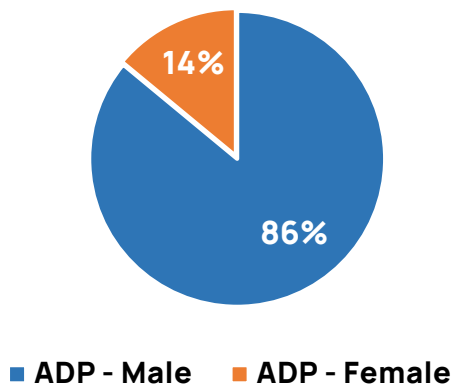
Year	YSC - Juv Hall	Camp Glenwood	Camp Kemp
FY 2017-18	63	12	7
FY 2018-19	50	6	5
% Change	-21%	-49%	-35%

Youth Services Center – Juvenile Hall

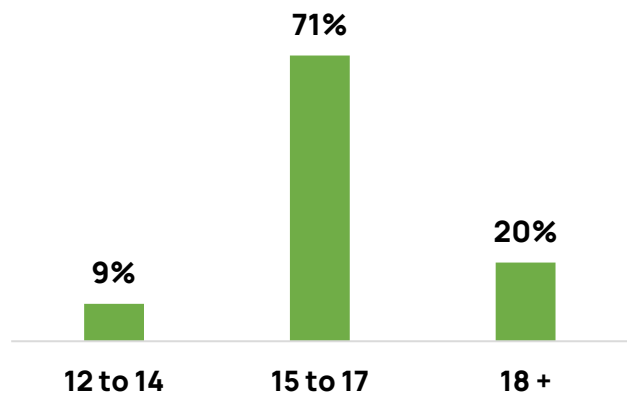
The Youth Services Center (YSC) - Juvenile Hall is a 180-bed detention facility providing secure and safe custody services to youth in collaboration with other County Departments and community-based organizations to provide food, health, mental health, education, and special programs to youth based on individual needs.

Youth Demographics (FY 2018-19):

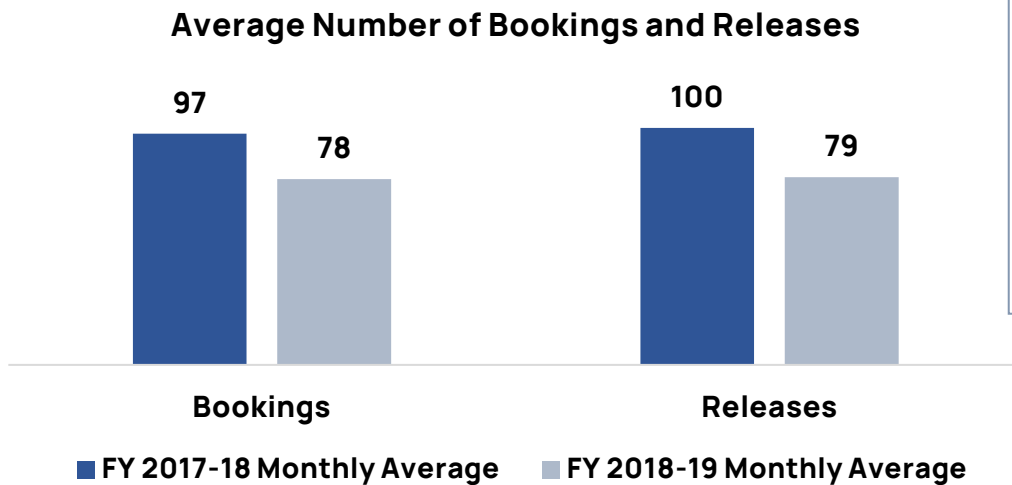
Average Daily Population by Gender



Average Daily Population by Age



Trends in Bookings & Releases:



Between FY 2017-18 and FY 2018-19, there was a 20% decrease in average monthly bookings and a 21% decrease in average monthly releases.

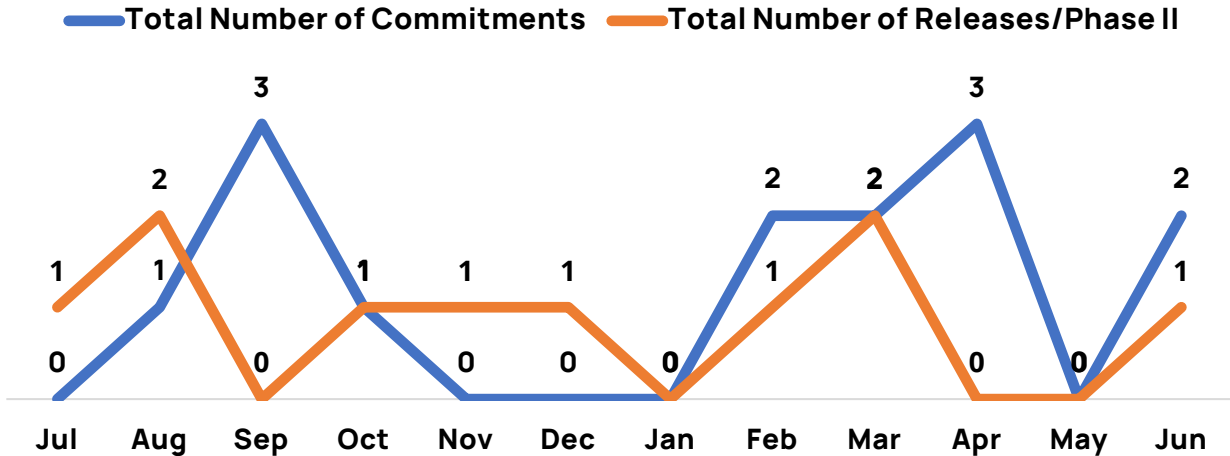
Margaret J. Kemp Camp (Camp Kemp)

Camp Kemp provides a safe, caring, and gender-responsive environment for adolescent females who are placed on probation and committed by the Court to participate in the Camp Kemp program. The Gaining Independence and Reclaiming Lives Successfully (G.I.R.L.S.) program at Camp Kemp is for girls who have violated the law, have substance abuse and/or mental health issues, and have not been successful in probation; a recommendation by the DPO and acceptance by the Court are required. The G.I.R.L.S. Program is a collaboration between mental health, alcohol and drug interventions, and Rape Trauma Services, among others, that provides services to girls, as needed.

Camp Kemp requires family involvement and consists of three phases. Phase I and Phase II involve Camp Kemp services for in custody and out of custody youth, while Phase III involves out of custody youth supervised by a DPO as part of the Girls Empower Program (GEP).

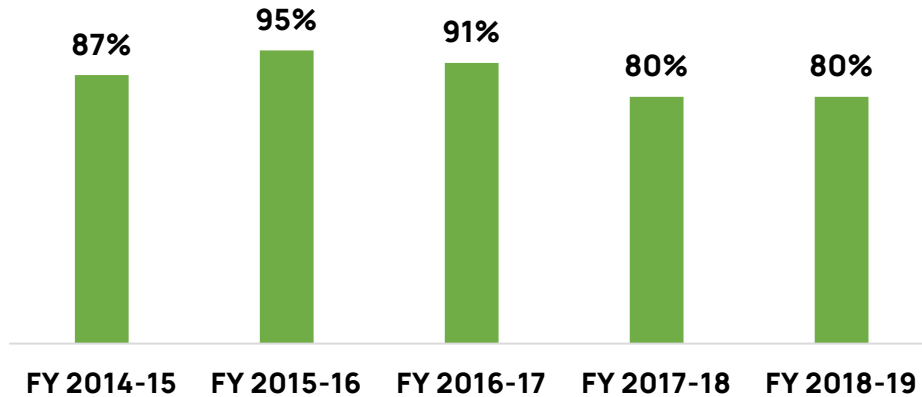
Commitments and Releases

The total number of commitments to Camp Kemp during the FY was 14, and the total number of releases to Phase II intensive supervision services, which includes individual and family counseling, was 10:



Program Outcomes

80% of youth did not commit a new law violation within one year of release from Camp Kemp:



Programs and Services

Youth services and programs take place every day of the week at YSC - Juvenile Hall and Camp Kemp. Youth are invited and encouraged to attend all programs. Specific programming for each youth can also be court-ordered, assigned by a DPO, or selected by ISMs or GSs on the Housing Units.

Staff-Initiated Activities

The stories and photos below highlight some of the staff-initiated activities held within the Institution Division (not all events are shown). The Institutions Staff value having these events because they teach and expose the youth to valuable life skills, decision-making, and teamwork. These events provide educational and vocational activities that promote the health and well-being of the youth, teach accountability, and model pro-social behaviors. It is the goal of staff to expose the youth to new activities, plant seeds and support positive change.

Career



Career Week

Youth were introduced to resources such as opportunities for paid internships, resume writing skills, and job skills.



Partnership with SFO Airport

Representatives shared different careers that contribute to the airport, such as engineering, safety, graphic design, nursing, and landscaping.

Arts & Education



Hillcrest School Graduation

Parents, educators, probation staff and dignitaries celebrated four students who earned their diplomas.



SF Zoo Mobile

Youth got an up-close, hands-on experience with animals such as a hedgehog, chinchilla, California tiger salamander, kingsnake, and Wester pond turtle.



Cultural Week

Youth learned about different cultures, participated in culturally themed trivia, and completed submissions for an in-house art exhibit.

Sports & Holiday Celebrations



Summer Olympics

This annual athletic event included charades, a spelling bee, a speed card tournament, soccer, basketball, volleyball and "ultimate workout" competitions.



Halloween

Youth showcased their artistic skills in a pumpkin decorating competition, girls at Camp Kemp participated in a costume parade, and CalFire Fire Fighters surprised staff and youth with candy goodies.

Direct Services by Community-Based Organizations

The Probation Department values its strong partnerships with community-based organizations (CBOs) that provide a variety of direct services to youth. Below is a list of CBOs funded through the Youth Offender Block Grant (YOBG), including a brief program description and the approximate hours of direct services received in FY 2018-19:



Fresh Lifelines for Youth, Inc. (FLY)

Youth at YSC-Juvenile Hall and Camps receive law-related educational programs, case management, and client advocacy. FLY educates youth about relevant laws and their rights, building individual life skills to problem solve in pro-social ways. FLY identifies the specific needs of youth and develops a youth-centered services plan towards lasting positive change.

Direct Services Received = **1,022 Hours**



StarVista

StarVista provides group, individual, and family therapy at all facilities. Clinicians are responsible for providing a therapeutic safe space for youth using evidence-based curriculums such as trauma informed Cognitive Behavioral Therapy (CBT), Dialectical Behavioral Therapy (DBT), and mindfulness techniques. StarVista also provides individual alcohol and other drug counseling.

Direct Services Received = **911 Hours**



Rape Trauma Services (RTS)

RTS collaborates with Probation and other treatment providers to help girls recover from core relationship trauma such as sexual abuse, assault, and/or domestic violence. RTS leads the Girls Empowerment Program at Camp Kemp, as well as individual mental health counseling, a trauma healing group, family therapy, and referrals to other community-based services as appropriate.

Direct Services Received = **360 Hours**



The Art of Yoga Project

Youth receive gender-responsive programming that combines health education, character development, intentional yoga movement, breathing techniques, meditation, creative arts and writing. Classes are organized into monthly modules emphasizing accountability, well-being and reflection.

Direct Services Received = **290 Hours**



The Beat Within

Through Weekly Writing Workshops, youth are provided a forum where they can write about the things that matter to them and re-connect to positive situations in their lives through the power of the written word and visual arts. Workshops promote literacy, expression, critical thinking skills, and supportive relationships with the community.

Direct Services Received = **150 Hours**

Introducing the new Phoenix Reentry Program (PREP)



**SAN MATEO COUNTY
PROBATION DEPARTMENT**

back into their communities as they leave the San Mateo County Youth Services Center—Juvenile Hall.

The Phoenix Reentry Program (PREP) launched in November 2019. PREP provides a seamless transition for the youth from the institution to their communities through case management and connections to programs and services. PREP is not an alternative placement for youth who need higher level structured programming or a secured placement. It is meant to assist youth transition

With PREP, the Probation Department will continue its partnership with the County's Behavioral Health and Recovery Services (BHRS) and various community-based organizations to provide the following services to youth: case management, education, vocation/employment, mental health, alcohol and other drugs, pro-social and life skills, gang awareness and prevention services.



Office Locations

**Youth Services Center/Juvenile
Services Division**

222 Paul Scannell Drive
San Mateo, CA 94402
(650) 312-8816

**Bridges Program –
Adult and Realignment Services**

680 Warren St.
Redwood City, CA 94063
(650) 599-7336

Margaret J. Kemp Camp

400 Paul Scannell Drive
San Mateo, CA 94402
(650) 312-8970

**Pretrial Services –
Adult and Realignment Services**

601 Allerton St.
Redwood City, CA 94063
(650) 363-4181

Adult and Realignment Services

400 County Center, 5th Floor
Redwood City, CA 94063
(650) 363-4244

Adult and Realignment Services

1024 Mission Road
South San Francisco, CA 94080
(650) 877-5411

Adult and Realignment Services

2415 University Avenue
East Palo Alto, CA 94303
(650) 363-4243

A Year in Photos



Narcotics Task Force **Operation Purple Ribbon** **Operation Casper** **Mutual Aid** **Dad and Me in the Park** **Pride Celebration** **Nation Crime Victims' Rights Week** **Drug Court** **FLY Showcase Breakfast** **YSC Graduation**



Probation Services Week **Heart Walk** **Crystal Springs 5k** **Denim Day** **Admin Day**
Peer Support **Dept BBQ** **90 in 90** **Wellness Awards** **Barbara Hammerman Award** **YSC**
Winter Olympics **Farewell, Camp Glenwood**