



Juvenile Justice and Delinquency Prevention Commission

May 26, 2020

5:15pm – 7:15pm

Remote Access Only – Public participation instructions attached.

AGENDA

Public comment will be accommodated under Item II for items not on the agenda. The Commission requests that members of the public, who wish to comment on items on the agenda, submit a request to the Chair prior to the start of the meeting so that they may be recognized at the appropriate time.

Hon. Susan Etezadi
Presiding Juvenile
Court Judge, Superior
Court

Judith Holiber
Deputy County
Counsel

Commissioners

Antoinette Barrack
Co-Chair

Debora Telleria
Co-Chair

Rebecca Flores
Co-Vice Chair

Sonoo Thadaney
Co-Vice Chair

Paul Bocanegra

Valerie Gibbs

Michele Gustafson

Monroe Labouisse

Sathvik Nori

Susan Swope

Melissa Wilson

Douglas Winter

I. Administrative Business (5:15-5:25)

- a. Call to Order
- b. Roll Call Establish Quorum
- c. Welcome and Introductions
- d. Agenda Review and Approval
- e. Approval of Minutes of April 28, 2020
- f. Swearing in of Paul Bocanegra
- g. Probation Administrative Support

II. Oral Communications (5:25-5:30)

This item provides an opportunity for public comment on items not on the agenda (Time limit – two (2) minutes per person). There will be opportunity for public comment on agenda items as they are considered.

III. Updates (5:30-5:50)

- a. Private Defender Program (Rayes)
- b. Behavioral Health & Recovery Services (Pena)
- c. County Office of Education (Littrell)
- d. Probation (Barrack for Kozul)

IV. JJDPC 2019 Annual Report (Gustafson) (5:50-6:05)

- a. Review and Approval

V. JJDPC Strategic Plan Report (Labouisse) (6:05-6:20)

- a. Review and Approval

VI. Project Plan Review and Approvals (6:20-7:05)

- a. Recruit Youth Commissioners (Telleria, Wilson)
- b. Describe Existing Transition Programs (Labouisse, Telleria)
- c. Develop Truancy Strategy (Gibbs, Swope)
- d. Develop Marketing Strategy (Barrack, Gustafson)
- e. Communicate with Elected Officials (Bocanegra, Labouisse)
- f. Describe Existing After School Programs (Flores, Nori)
- g. Investigate the Digital Divide (Thadaney, Winter)

VII. Current Project Review (7:05-7:10)

- a. Youth Court (Winter)
- b. Parent Guidebook (Swope)

VIII. Youth Commission Update (Nori) (7:10-7:15)

IX. Announcements (Time Permitting)

JJDPC Meeting, May 26, 2020 – Public Participation Instructions

Pursuant to the Shelter in Place Orders issued by the San Mateo County Health Officer and the Governor, and the CDC's social distancing guidelines which discourage large public gatherings, the Juvenile Justice and Delinquency Commission's May 26, 2020 meeting will be held remotely with public access available by videoconference.

Topic: JJDPC May Meeting

Time: May 26, 2020 5:15 PM Pacific Time (US and Canada)

Join from PC, Mac, Linux, iOS or

Android: <https://stanford.zoom.us/j/94211325935?pwd=eDVvcU1BM0hWUFVnWEdqV2xiakhMdz09>

For public access, please email JJDPC Chair Toni Barrack at tonibarrack@gmail.com for password no later than 4:30 p.m. on May 26, 2020.

We highly recommend you use a computer or iPad type device and activate the camera feature vs. calling in only on audio.

You can also call in via phone (preferably, but not necessarily with a camera). See instructions below.

iPhone one-tap (US Toll): +18333021536,,94211325935# or +16507249799,,94211325935#

Telephone: Dial: +1 650 724 9799 (US, Canada, Caribbean Toll) or +1 833 302 1536 (US, Canada, Caribbean Toll Free)

Meeting ID: 942 1132 5935

**Next Meeting: Tuesday, June 30, 2020 5:15 – 7:15 p.m.
Location: TBA**

MEETINGS ARE ACCESSIBLE TO PEOPLE WITH DISABILITIES. INDIVIDUALS WHO NEED SPECIAL ASSISTANCE OR A DISABILITY-RELATED MODIFICATION OR ACCOMMODATION (INCLUDING AUXILIARY AIDS OR SERVICES) TO PARTICIPATE IN THIS MEETING, OR WHO HAVE A DISABILITY AND WISH TO REQUEST AN ALTERNATIVE FORMAT FOR THE AGENDA, MEETING NOTICE, AGENDA PACKET OR OTHER WRITINGS THAT MAY BE DISTRIBUTED AT THE MEETING, SHOULD CONTACT SECRETARY TONY BURCHYNS (650) 312-8878 AT LEAST 72 HOURS BEFORE THE MEETING AS NOTIFICATION IN ADVANCE OF THE MEETING WILL ENABLE THE COUNTY TO MAKE REASONABLE ARRANGEMENTS TO ENSURE ACCESSIBILITY TO THIS MEETING AND THE MATERIALS RELATED TO IT. ATTENDEES TO THIS MEETING ARE REMINDED THAT OTHER ATTENDEES MAY BE SENSITIVE TO VARIOUS CHEMICAL BASED PRODUCTS.

If you wish to speak to the Committee, please fill out a speaker's slip. If you have anything that you wish distributed to the Committee and included in the official record, please hand it to the County Manager who will distribute the information to the committee members.

Minutes of the Juvenile Justice & Delinquency Prevention Commission
April 28,2020
5:15-7:15 pm
Remote Meeting

MINUTES

Commissioners Present: Toni Barrack, Co-Chair; Debora Telleria, Co-Chair; Rebecca Flores, Co-Vice Chair; Sonoo Thadaney, Co-Vice Chair; Michele Gustafson; Monroe Labouisse; Susan Swope; Melissa Wilson

Commissioners Absent: Douglas Winter; Valerie Gibbs; Paul Bocanegra

Additional Attendees: Judge Susan Etezadi – Juvenile Court; John Fong—Human Services Agency; Kate Heister – Fresh Lifelines for Youth; Ally Hoppis – Behavioral Health & Recovery Services; Kristen Hughes—Member of the public; Jenee Littrell – San Mateo County Office of Education; Sathvik Nori—Youth Commission; Aurora Pena - Behavioral Health & Recovery Services; Brianna Ramos—Fresh Lifelines for Youth

I. Administrative Business

- a. Call to Order: Co Chair Barrack called meeting to order at 5:15 p.m.
- b. Roll Call and Establish Quorum: A quorum was established at 5:16 p.m.
- c. Welcome and Introductions
- d. Agenda Review: **Approved** as distributed.
- e. Approval of Minutes of February 23, 2020: **Approved** as amended. “County Based Organizations” should read “Community Based Organizations”
- f. Sathvik Nori was sworn in as Commissioner by Judge Susan Etezadi

II. Oral Communications

None

III. Impact of Coronavirus Outbreak on SMC Youth Today and Concerns about Future Implications

- a. Jenee Litrell, County Office of Education

Since shelter in place, the team has been able to pivot 100% in a new direction. All curriculums are online; youth are working 4-5 hours/day with Google classroom. Gateway students were given devices. There are 10 students at Gateway, 10 at YSC. At YSC, students are learning in 2 different classrooms; each unit reports to its own classroom space. The students also see 2 to 3 teachers via Zoom and the teachers are holding "office hours."

Because of concerns about the social and emotional wellbeing of the students, COE is making contacts with families. COE has contracted with bilingual counselors to make sure family needs are being met. All social and emotional needs were not being met prior to COVID and now the gap is greater than ever. There has been an increase in calls to the suicide prevention hotline and counseling services. Only 60-70% of students are logging on. Since they are unable to contact some students, COD would like to see welfare checks by law enforcement. (Commissioner Nori

stated that there are 1500 high school students from Sequoia High School District who have not logged on or had contact with their teachers.)

Directors and other educators met to discuss a pandemic recovery response plan on how to continue distance learning or come back to in person learning. Students will not come back all at once, but rather in sections. She anticipates there will not be the same enrollment once we come back from COVID because of medical concerns of families.

b. Aurora Pena, Behavioral Health & Recovery Services:

Clinicians are not meeting face to face with the youth but rather continue to check in by phone; YSC is the safest place some youth can be. There haven't been any outbreaks, fights or crisis calls. Youth report that they are doing pretty well. Camp Kemp group Zoom calls have been implemented and Zoom calls are available for family visits. BHRS/Star Vista have five groups with the girls for an hour everyday. Youth report enjoying these sessions.

Outside of the hall, there are reports of families needing basics, parents losing jobs, worry over how they will pay rent, being undocumented, etc. There are a lot of webinars and calls, but not enough are in Spanish; Spanish parents need more support. Some parents are not savvy enough to do Zoom; some don't even have access to it.

Kate Heister said Fly has a little bit of bandwidth to do short term support and resource navigation for families who are not part of their programs, three case managers are fluent in Spanish; may also have some financial support.

Announcement - 2 youth (15 years old) who were formerly incarcerated both passed away within a couple weeks; they do not know the cause of death; suspect it is drug use. BHRS has been in contact with their families and will connect them to counseling services. There is a lot of drug use going on right now. Some kids are gathering and partying and not practicing social distancing.

c. Ron Rayes, Private Defender Program (reported by Commissioner Barrack):

The lack of in person communications makes it difficult to assess client's level of understanding of legal concepts. He therefore has concern about building a trusting relationship with clients. Some clients come from poor families, live in cramped spaces, and have no phone numbers so there is no way to get a hold of them to make sure they are OK. Other clients are also victims of crimes and there is concern they are safe in their own homes, without being pressured in some way. Attorneys want to give youth a safe outlet to discuss fears. PDP has contacted victim advocates to help the youth.

d. Judge Etezadi, Juvenile Court

There is one courtroom functioning at the moment. 2 judges rotate 2 weeks on and off. Most employees for the court are working remotely. Youth are appearing remotely; attorneys may be in the courtroom or on the phone. They stopped conducting timed-waved hearings. Other hearings are done over the phone. Hearings (602) that are contested are in person if possible. Still conducting arraignments, pleas, etc.

e. Probation (reported by Commissioner Barrack):

In YSC, phone calls have increased and videoconferences have been implemented instead of in person visits. Zoom is working well for family visits and court conferences. A crisis line is available if necessary. In addition, if needed, there is a no-contact visiting room with plexiglass protection. For out of custody youth, they are using teleconferencing to stay in regular contact. There is some concern about youth and their families due to lack of normal routines, lack of employment, or pressure of telecommuting with youth at home. Probation is modifying their Star Vista contract, so if PO's sense a family issue related to COVID they can refer them to counseling even if family members are not part of the court order.

IV. Strategic Plan

Commissioner Labouisse made a motion to approve the Mission and Aspirations document as distributed. **Approved unanimously.**

New Project Proposals:

1. Hold Commission meetings in community locations
2. Communicate regularly with elected officials
3. Recruit youth commissioners
4. Describe substance abuse, mental health and transitional programs
5. Identify additional transitional, mental health and substance abuse services that are needed
6. Serve on the Board of Supervisors task force investigating alternatives to incarceration
7. Describe current after school programs for elementary-age children in at-risk neighborhoods
8. Identify additional afterschool programs that are needed
9. Develop a marketing and communications strategy

The need to reevaluate projects because of COVID-19 was discussed. Commissioner Thadaney recommended an additional project to address the digital divide in our communities. The pandemic has made the digital divide and inequity very clear.

Another new project was proposed by Commissioner Swope to address truancy because there is no Student Absence Review Board that is completely effective. We can be critical advocates to get schools to do it. She suggests convening various stakeholders to come up with a plan.

Commissioner Labouisse will send an email with a form that has three sections: 1) a list of projects. Please vote for your 3 highest priorities. 2) Please rate the top 3 projects you would like to work on (do not have to be the three that you voted on the first section. 3) Indicate how many projects you want to work on at once? There will be 2 people per project. It is expected that every commissioner will work on at least one project but no more than 2. Results will be tabulated and e-mailed to commissioners this week.

V. Project Report Outs

Commissioner Swope reported the Parent Guidebook has been approved and funding is available. Looking at designers to do the layout.

Commissioner Telleria reported that she will reach out to get directions from the state level about how and when to do inspections this year.

VI. Youth Commission Update

Sathvik Nori reported the Youth Commission meetings have been online; they wrapped up for the year and will do annual showcase on Zoom. Working on online to develop projects for the new school year.

VII. Announcements: None

Meeting adjourned at 7:10

**SAN MATEO COUNTY
JUVENILE JUSTICE AND DELINQUENCY PREVENTION COMMISSION**

2019 ANNUAL REPORT

JUNE 1, 2020

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Executive Summary

2019 saw two major changes to the Commission's inspections: (1) the implementation of updated Title 15 Regulations governing California youth facilities and (2) the closure of the Camp Glenwood facility in La Honda, resulting in the transfer of the youth in the program to the Youth Services Center facility in San Mateo on February 22, 2019.

Remaining County-run juvenile facilities to be inspected by the Commission are: Youth Services Center (main Juvenile Hall and Hillcrest School); Camp Kemp; and Canyon Oaks. In conducting its State-mandated inspections, the Commission inspection team found that Probation continues to do a good job caring for the youth committed by the Court to Juvenile Hall and Camp Kemp. Probation was well-positioned to implement the Title 15 revisions as they have been adopting practices over the last several years that addressed the overarching improvements to Title 15 (discussed further below).

Canyon Oaks, which has worked hard to comply with the Continuum of Care reforms that were enacted in 2015, remains an excellent therapeutic facility for the youth that are resident there.

The County Office of Education continues to make progress in implementing processes to orient youth upon admission to Hillcrest School. Commission commends the implementation of restorative practices in school facilities and encourages that these practices continue and that they be adopted throughout the Juvenile Hall and Camp facilities with all staff and management.

Other Commission activities included:

1. Monitoring the impact of the Camp Glenwood closure on the affected youth and receiving updates on progress of launching PREP (a program intended to replace and expand on the Camp Glenwood program model).
2. Drafting and coordinating review by system stakeholders of a guide for parents to assist them in navigating the San Mateo Juvenile Justice system.
3. Facilitating discussions to develop a plan for establishing a youth court in San Mateo County.
4. Representing the Commission on the Juvenile Justice Coordinating Council; Steering Committee for Community Collaboration for Children's Success; Community Schools Advisory Committee; and AOD Coalition.

JJPC Authority

San Mateo County's Juvenile Justice and Delinquency Prevention Commission (JJPC) is a combination of a state-mandated, court-appointed Juvenile Justice

Commission and a Board of Supervisors-appointed Delinquency Prevention Commission.

California Welfare and Institutions Code (CWIC) Sections 225-232 mandate that each California County shall have a Juvenile Justice Commission (JJC). The duty of the JJC is to inquire into the administration of justice in the juvenile courts of the county or region in which the commission serves. The JJC inspects any publicly administered institutions in the county at which juveniles are held. It also inspects any County jail or lockup that has confined any minor for more than 24 hours in the previous calendar year, and may inspect any group home located in the county that serves county wards.

CWIC Sections 233-236 authorizes a county's board of supervisors to establish, support, and maintain a Delinquency Prevention Commission, of not fewer than seven citizens, to coordinate on a countywide basis the work of governmental and Non-Governmental Organizations (NGOs) engaged in activities designed to prevent juvenile delinquency. Resolution No. 070307 of the San Mateo County Board of Supervisors established the combined JJDCP as of 4 August 2009.

Commission Membership

CWIC Section 225 requires that the Juvenile Justice Commission (JJC) consist of at least seven and no more than 15 citizens. Two seats are to be occupied by individuals between 14 and 21 years of age, if such individuals are available. Section 233 states that the Delinquency Prevention Commission (DPC) should have no fewer than seven members and that the Board may designate the JJC to serve in that capacity.

As of December 31, 2019, the Commission was composed of the following 11 commissioners:

- Michele Gustafson, Chair, Attorney
- Rebecca Flores, Co-Vice Chair, Volunteer
- Sonoo Thadaney, Co-Vice Chair, Program Director, Stanford University
- Antoinette Barrack, Retired Business Executive
- Paul Bocanegra, AOD Counselor
- Valerie Gibbs, Retired Educator
- Monroe LaBoisse, Volunteer, CASA
- Susan Swope, Volunteer, PCRC, St. Vincent de Paul
- Debora Telleria, Volunteer, FLY, Reading Partners, Peninsula College Fund
- Melissa Wilson, Former Educator
- Douglas Winter, Volunteer

The Commission welcomed two new Commissioners in 2019: Paul Bocanegra, formerly incarcerated as a youth with a life sentence, now Youth Outreach Manager

at ReEvolution; and Monroe LaBoisse, who served as an advisor and executive for several tech companies and a CASA and mentor for youth in San Mateo County.

Sathvik Nori, a Youth Commissioner from the San Mateo County Youth Commission, continued serving as liaison to the JJDCP in 2019. As a liaison, Sathvik served as a non-voting member of the Commission. The Commission is pleased to report that Sathvik applied as a full-time member at the end of 2019 (and was sworn in as a Commissioner in April 2020).

During 2019, the Commission lost three members. Commissioners Daniel Casillas, Clara MacAvoy and Christine Ford resigned due to time constraints. The Commission has appreciated their invaluable insights and numerous contributions during their terms.

JJDCP Actions and Accomplishments

Updated Facilities Inspections to New Title 15 Regulations: California updated Title 15 Regulations pertaining to Juvenile Facilities effective January 1, 2019. The Commission rewrote its inspection forms to focus on adoption of practices to be consistent with the Title 15 revisions, which place more emphasis on adoption of trauma-informed policies; positive youth development and positive behavior support; culturally and linguistically-appropriate delivery of programming and information to families; and transition and reentry planning. The updated regulations also require awareness of and sensitivity to LGBTQI identification/status and provide heightened guidance on prevention of sexual assault and detecting sexually exploited youth.

Sent Recommendation to Board of Supervisors to Consider Alternatives for Juvenile Incarceration and Rehabilitative Services: In June 2019, the Commission recommended to the Board of Supervisors that it form a cross-functional committee to explore alternatives to the current modes of juvenile incarceration and provision of services for offending juveniles in San Mateo County. The Commission sent a follow-up letter in December 2019 clarifying that the intent of the original letter was to encourage collaboration among youth-serving organizations to focus on equity in preventing juvenile delinquency and helping youth that do offend. The Commission remains ready to serve on any such committee should the Board of Supervisors decide to convene it.

Received Monthly Reports on PREP (successor program to Camp Glenwood): The youth assigned to the Camp Glenwood program were transferred to the Juvenile Hall at the Youth Services Center in late February 2019. The Glenwood program was phased out as the youth assigned to it completed the program. Probation, in collaboration with the Juvenile Court, planned to implement a new program with similar therapeutic goals and a strong focus on reentry called PREP (Phoenix

ReEntry Program). As of the end of 2019, PREP has not yet been implemented because of the low number of eligible youth in custody. Discussions continue regarding the eligibility criteria for PREP and other implementation details.

Followed Up On County Forgiveness of Juvenile Fines and Fees: The Commission received a follow up report from the County Manager's Office regarding the implementation of the Board of Supervisors resolution forgiving juvenile fines and fees accrued prior to the implementation of SB 190 on January 1, 2018. Even before the BOS resolution, the county had ceased accepting payments on these fines. The resolution adopted by the Board of Supervisors also required the release of liens and judgments that had been obtained for unpaid fees. The County Manager's Office reported on the number of accounts that would have been subject to a lien or judgment. Per the County's update, the liens and judgments would not be affirmatively released, rather affected persons would be notified and would have to contact the County Manager's Office to obtain release. The Commission provided its feedback on this approach and the notification methods that had been trialed.

Swore in a Formerly-Incarcerated Commissioner: In recent years, the Commission has been fortunate to have had formerly-incarcerated youth among its voting members who had personal experience in San Mateo County youth facilities. These young people provided invaluable perspective on the juvenile justice system based on their first-hand observations. In 2019, the Commission nominated and gained Court and Board of Supervisors approval for Paul Bocanegra to become a Commissioner on the San Mateo County JJDCPC. Commissioner Bocanegra was formerly sentenced to life without parole as a youth, but through hard work, was able to obtain parole under California reforms recognizing significant differences between juvenile and adult offenders. He is now a certified AOD counsellor and will provide invaluable insight on youth sentenced as adults and the impacts of incarceration on young people.

Held Special Sessions: JJDCPC Planning Retreat and Inspection Training: The Commission organized two special sessions. Both were agendized and open to the public, as required by the Brown Act.

At the first special session, planning retreat in early February 2019, the Commission set its priorities for 2019. In addition, the Commissioners brainstormed projects for 2019, organized project groups, and discussed JJDCPC roles and internal structure. At the second session, the Chair trained the Commissioners on Title 15 changes and the Inspection Lead launched the 2019 inspections with an introduction to the changes in the inspection forms.

The Chair paid for all supplies out-of-pocket for these sessions. The Commission may, in the future, seek reimbursement for such necessary expenses as permitted under the authorizing statutes.

2019 Project Group Results

In 2018, the Commission launched formal project groups in order to better research and take action on focused issues in the areas of juvenile justice and delinquency prevention in San Mateo County. During 2019, the Commission continued a subset of the project groups it created in 2018.

Youth Court: The Commission has been attending conferences and researching best practices for establishing a Youth Court. Commissioner Winter has facilitated connections with the Marin County YMCA, which has implemented a youth court in collaboration with that county. Commissioners have sought out appropriate system partners for and entry points into a potential San Mateo County Youth Court.

Parent Guidebook: Parents and youth have reported being confused about the juvenile justice process due to unfamiliarity with, for example, terminology, court procedures, system partners, and opportunities for advocacy. In response, the Commission has drafted a guidebook. Throughout 2019, Commissioners Wilson and Swope have worked with system partners to draft an FAQ-style guidebook and to obtain review and approval of the final content. With the assistance of Supervisor Canepa, the Commission has submitted an application for funding for graphic design, translation and printing of this guidebook as a resource for families with juvenile justice-involved youth.

User Test of Juvenile Justice System: To inform the Parent Guidebook project and to identify other areas of opportunity for improvement, the Commission worked with Probation to perform a test of the admissions process at Juvenile Hall. Commissioner MacAvoy, herself a college student, was “arrested” and “booked” into Juvenile Hall (without contact with other youth). In July 2019, she provided her feedback to Probation and the Commission.

Facilities Inspections

The Commission conducted its State-mandated inspections of the County’s Youth Services Center and Camp Kemp for girls. We also inspected Canyon Oaks. Based on information from the Board of State and Community Corrections (BSCC) that they had held one or more minors in secure detention during 2018, the JJDPCC inspected the following police stations: Colma, Menlo Park, Redwood City and San Bruno.

Commissioners formed teams to inspect each facility. A separate team inspected the Court Schools (YSC and Camp Kemp) and the school at Canyon Oaks.

The Commission completed its inspections of all juvenile detention facilities, group homes, and four San Mateo County Police Departments and submitted its reports and cover letters to the Court and Board of Supervisors in December 2019.

In past years, the Commission inspected group homes in San Mateo County into which youth on probation may be placed. We did not conduct these inspections in 2019. Group homes in California are converting to Short Term Residential Treatment Placements (STRTPs) under California's Continuum of Care Reform. The County's facilities (Canyon Oaks and the Receiving Home) are seeking or have received STRTP certification. The Commission did not inspect the Receiving Home as it was under construction during 2019. Your House South, formerly available as a Probation placement option, has chosen to focus on temporary housing youth rather than seek licensure as an STRTP.

JJPC Speakers

During 2019, the Commission heard from the following speakers:

- Melissa Polling and Arely Cardenas, Fresh Lifelines for Youth – Introduction and Overview of the FLY Program in San Mateo County
- Sgt. Kimber Joyce, San Mateo Police Department and Probation Officer Mignon Page-Broughton – Presentation of the San Mateo Police Department's Juvenile Diversion Program
- Special Projects Coordinator Magda Gonzalez, and Deputy County Counsel Craig Baumgartner – Follow up on County's Compliance with SB10 and Process for Discharging Liens for Juvenile Court Fees Before January 1, 2018

Cross-Functional Representation

The Commission is represented on other relevant County boards and committees:

- Commissioner Gibbs represented the Commission on the Court and Community School Advisory Committee.
- Commissioners Gustafson and Telleria represented the Commission on the Juvenile Justice Coordinating Council.
- Commissioner Swope represented the Commission on the San Mateo County Child Abuse Prevention Council.
- Commissioner Barrack represented the Commission at AOD Coalition meetings.
- Commissioner Wilson represented the Commission on the Steering Committee for Community Collaboration for Children's Success.

The Commissioners report on their respective organizations' activities to keep their fellow commissioners up-to-date on activities affecting youth in the County. The Commission was hopeful for the work of the now-disbanded Community Collaboration for Children's Success, which had assembled an incredible multi-disciplinary steering committee and had promising plans for community engagement, and hopes there are plans for a successor initiative.

Additionally, Commissioners attend and report out on conferences and cross-functional meetings relevant to the work of the Commission at their own personal expense.

Upcoming for 2020

Strategic Planning: At the end of 2019, the Commission began discussions of a strategic planning process to define its goals and create a statement of aspirations for 2020 and beyond. This strategic planning process will result in alignment of projects around identified goals.

Update Policies and Training: In 2019, the Commission identified opportunities for updating the Commission's policies and training to address Commissioners acting in dual roles in Juvenile Hall and other locked facilities. The Commission will consider updates in 2020.

COVID-19: COVID-19 has introduced a host of complications with regard to the work of the Commission. In addition to evaluating the impacts on residents of the Juvenile Hall and Camp Kemp, the Commission will monitor the impacts on youth on supervised probation and youth in the community who are currently unable to attend school in person. Further, the Commission is evaluating its ability to launch inspections for 2020.

STRATEGIC PLAN

MAY, 2020

SAN MATEO COUNTY
JUVENILE JUSTICE & DELINQUENCY PREVENTION
COMMISSION

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Introduction

The Juvenile Justice & Delinquency Prevention Commission (JJJPC) was formed in 2009 when the San Mateo County Board of Supervisors combined the Juvenile Justice and the Delinquency Prevention Commissions. For more than 10 years, the JJJPC has been the public conscience for all youth in the county. In recent years, the focus of the commission has been on improving the well-being of and creating future opportunities for youth within the juvenile justice system.

In the fall of 2019, the JJJPC began looking into the changing needs of youth and families in San Mateo County and decided to increase emphasis on the delinquency prevention aspects of our mission and to increase engagement with more JJJPC stakeholders and partners. In order to guide this effort and determine how the JJJPC could have the greatest impact over the next several years, we began a Strategic Planning Project in January 2020.

During the first quarter of 2020, the JJJPC strategic planning committee gathered input from a wide variety of stakeholders, reviewed numerous reports and research studies, analyzed material, and summarized results. In April, with a clearer understanding of why youth enter the justice system and the most effective means of prevention and rehabilitation, the JJJPC formally approved a new “Mission and Aspirations for our Community” document, which follows on the next page.

The Aspirations will focus our efforts over the next several years and have already inspired the creation of new JJJPC projects, the final product of this planning cycle. The projects approved in May will be executed over the next year, with specific milestones, deliverables, and timelines. We expect the JJJPC Strategic Plan to be a living document as conditions change, research is updated, projects are completed, and new needs arise.

What follows after the new Mission and Aspirations document below is the story of how the Commission came to draft and adopt its new direction and projects.

New Mission and Community Aspirations for The Juvenile Justice & Delinquency Prevention Commission

Mission

It is the mission of the San Mateo County Juvenile Justice & Delinquency Prevention Commission to be a public conscience in the best interest of juveniles. The Commission advocates for programs and services that prevent youth entry into the juvenile justice system and promotes respect for the human dignity of all minors who do enter the system.

Aspirations for our Community

1. The voices of communities most likely to be affected by the juvenile justice system are heard regularly by the San Mateo County Board of Supervisors and other elected officials in the county.
2. Every youth who comes into contact with the San Mateo County juvenile justice system has convenient, affordable access to appropriate transitional, mental health, and substance abuse programs.
3. All elementary school children in at-risk neighborhoods in San Mateo County have convenient, affordable access to programs that support and supervise them after school and provide services to address early childhood trauma as needed.

What is Strategic Planning?

“Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.”¹

To elaborate, strategic planning is a collaborative process of gathering internal and external inputs, or information, to assess what opportunities and challenges an organization faces, what goals therefore it wants to set, and what activities it should take in order to achieve those goals. If the process of strategic planning is conducted in a collaborative way, involving as many of the internal and external stakeholders as possible, with feedback loops along the way, then the stakeholders should feel at the end that they had a part in constructing the strategic plan.

At the end of strategic planning then, ideally, the organization's stakeholders are all invested in the direction for the organization and are clear on what they each need to do to achieve its goals.

Our Process

After approving the request to create the Strategic Plan, the Commission appointed three Commissioners to form a strategic planning committee for the purpose of running the planning process. The three Commissioners were our Co-Chairs, Toni Barrack and Debora Telleria, and Commissioner Monroe Labouisse. The committee drafted a three-month schedule to complete the Strategic Plan. The committee met once a week throughout the planning period.

Interviews

The first task for gathering internal and external information was to conduct interviews of stakeholders. A set of common questions to be asked in all the interviews was drafted, with a focus on two areas: 1) how could the Commission conduct itself in a way to be more effective in achieving its goals, and 2) what were the significant issues that need to be addressed in our communities in order to improve the lives of youth who are

¹ https://en.wikipedia.org/wiki/Strategic_planning

engaged with the juvenile justice system and to prevent youth from having contact with the system in the first place.

The default assumption for all interviews was that they would be confidential, so that all interviewees could speak their mind freely, both about the Commission and about the community's issues. The intention of gathering information through interviews was to aggregate points of view and find common observations, not to quote any particular interviewee and attribute ideas or opinions to any one individual.

First, all Commissioners were interviewed one on one by the planning committee members. After all Commissioners had had a chance to provide their input and ideas, the planning committee reached out to representatives of partner organizations, in the County government, at non-profit community based organizations, as well as representatives in city government, such as police departments. For a list of all interviewees, see Appendix A.

External Research

After summarizing the input from interviews at the January Commission meeting, the committee moved on to gathering external research on the causes and conditions of youth interaction with the juvenile justice system. The research addressed juvenile justice in San Mateo County, California, and the United States. A complete list of sources used in this research can be found in Appendix B.

Mission and Aspirations

The committee at this point had reached the halfway point of the three month project. The next step was to begin considering, and drafting, a new Mission Statement and new Goals, based on the information gathered to-date. The committee drafted these statements and circulated them to Commissioners for feedback. After receiving Commissioner feedback, the committee decided to rename Goals as Community Aspirations, and circulated the drafts to our partner organizations for feedback. The revised Mission Statement and Community Aspirations were presented and approved at the April Commission meeting.

Projects

The final step of the process was to develop 2020 Projects that would move San Mateo County closer to fulfilling the new Community Aspirations. The committee brainstormed a draft list of projects based on its interviews and research.

In April, the committee drafted one paragraph descriptions of the proposed projects for the Commission and then circulated them for feedback. The committee also decided to use a rank choice voting system at the April Commission meeting in order to decide which projects to pursue first. At that meeting, two additional projects were added to the list. Rank choice voting at the meeting determined the priority of projects and who would be assigned to each.

Completion

After the April meeting, the planning process was complete. The Commission has now moved on to execution of the projects.

Interviews

Gathering input from our stakeholders was the first substantive step in strategic planning. Stakeholders included all Commissioners and external partners, such as leaders of County departments and local, non-profit, community-based organizations. A complete list of interviewees is in Appendix A.

There was a remarkable amount of consensus from stakeholders around some major themes. Finding that consensus made it easier to determine a path forward. Below are the highlights of where there was strong consensus.

Root causes of youth engagement with the justice system

First, with regard to the issues related to juvenile justice and delinquency in the County, we asked stakeholders what they believed are the root causes of youth engagement with the justice system. Virtually everyone interviewed named economic stresses on families as the primary root cause. Struggles to pay rent and the strain of supporting families lead to less time spent with children and mental health issues for parents. The second common answer, related often to the first, was that untreated family trauma, mental health issues and substance abuse have negative effects on children. Some stakeholders, though not a majority, pointed to systemic racism as being a related cause, as was parent involvement in criminal activity. Finally, educators and parent advocates for education also stressed the negative impact of children not attending school and falling behind in reading and math levels at school. All of the above issues have significant negative consequences for the County's youth.

Programs most effective for prevention and rehabilitation

Given those root causes, the committee asked interviewees, what are the most effective programs for delinquency prevention and youth rehabilitation. Many Commissioners and outside partners stressed the importance of starting early, i.e. in elementary school, to address underlying issues. Elementary school is a time when children are more impressionable and less influenced by peer pressure. So, they can more easily be guided in new directions and helped with intervention. Given economic stresses on working parents, affordable and preferably free after-school programs were named as important preventative programs. The Boys & Girls Clubs of the Peninsula were named as good examples. However, emotional support is not enough for at-risk youth, our interviewees told us. Youth need to be taught practical skills and given tools for

navigating the world as well, such as educational support, job skills training for high school students, and practical life skills at all ages. As just one example, the Big Lift supports very young children in achieving third-grade reading level by third grade, which is critical for all other learning beyond third grade.

In addition, especially our partners in County departments said, our at-risk youth need more help with mental health issues and substance abuse. External partners placed a stronger emphasis on this need than Commissioners did in their interviews. Partners in County departments pointed to their programs that they say are working: supervision by Probation, drug testing, teaching empathy through community service, and work by police departments in early intervention, parent education and diversion programs.

What is working well and not working well in the juvenile justice system

Commissioners applauded the justice system in San Mateo County for using more progressive practices in arrests, prosecution and sentencing for youth who come into contact with the justice system. This starts with police interaction and police department diversion programs, as well as school suspensions and discipline, and continues with sentencing recommendations from the District Attorney, sentencing decisions by the Juvenile Court, and finally Probation Department practices in carrying out incarceration and/or probation for youth. In those interactions, Commissioners also cited greater awareness of mental health issues and trauma-informed practices by those who work in the justice system.

Commissioners and outside partners would all like to see more connection to services for youth and families who do come into contact with the system, both more access to existing services as well as an expansion of services. More progressive practices lead to fewer incarcerated youth and youth spending less time incarcerated, which there is strong consensus is a good thing. However, that also means that delivery of services for youth needs to shift more to communities. Delivery of services is easier when youth are a captive audience in an institution, but harder when youth live in their communities. Stakeholders said that they need more staffing to enable that shift, and to reduce the ratio of County employees to kids in need.

What is working well and not working well with the Commission

Many Commissioners, especially those who have served on the Commission for a number of years, praised the strong engagement and interest in the work by Commissioners. Interviewers were told that this is a change from recent years and a positive step. That said, Commissioners would like to see more focused and productive

monthly meetings and projects, more outreach to stakeholders and communities, and some funding for the Commission, so it can bring resources to bear on the issues it proposes to address.

Partners of the Commission applauded the engagement and interest as well, but asked that the Commissioners channel their passion more into advocating for resources for partners. The message from partners for ways to improve the Commission's effectiveness was to be more practical, with "concrete end-goals" in mind. They asked that the Commission work more collaboratively with stakeholders and not take an adversarial tone when dealing with them, in order to be more effective advocates for actual change.

Every stakeholder agreed that they are united with the others in the mission to be an advocate for youth. The value of hearing and compiling all of the stakeholder input was that it pointed to ways to put that advocacy into practice.

External Research

After completing stakeholder interviews, the committee turned to third party sources to examine the causes and conditions of youth interaction with the juvenile justice system in San Mateo County, California, and the United States. The research was conducted between January and February 2020.

The following is a high-level summary of the committee's findings. For more detailed data and information, with references to sources, see Appendix B.

Arrest and Incarceration Trends

The research indicated that nationwide, arrests of juveniles have declined significantly since the mid-1990s. California has experienced the same steep decline, with youth arrests for violent felonies dropping 68 percent — from 22,601 in 1994 to 7,291 in 2017. In San Mateo County youth arrest rates fell 72 percent — from 3,644 in 2010 to 1,024 in 2018. Correspondingly, the rates of youth on probation also fell sharply. Youth on probation reoffended an average of 15-20 percent from 2014-2018. Conversely, 0 percent of youth in diversion programs in 2018 re-offended. San Mateo County's felony arrest rates, confinement rates and out of home placements are well below the California state average. For the past few years, the Youth Services Center, which has 170 beds, has operated at less than 30% capacity. Most of the youth held in the Youth Services Center are Latinx and come from poorer neighborhoods in the county,

including parts of Redwood City, East Palo Alto, Daly City, South San Francisco, San Mateo and San Bruno.

Root Causes of Juvenile Delinquency

The research identified economic hardship as one of the primary root causes of juvenile delinquency, including access to affordable housing, child care, healthcare and a living wage. San Mateo County ranks as one of the top ten counties in California for income inequality. This inequality leads to added stress on parents and less time spent with children as parents work several jobs to make ends meet. Truancy and lack of parental supervision increases the likelihood of juvenile delinquency.

Another root cause is generational hardship, defined as several generations of a family who have experienced poverty, little education, mental health issues, substance abuse and/or physical abuse. Generational hardship can lead to trauma, and mental health issues. Despite the wealth in San Mateo County, youth mental health needs in the county are higher than California's state average. Gang involvement, which is often generational also leads to juvenile delinquency. Four percent of San Mateo County high school students say they are members of a gang and three percent say they have carried a weapon at school.

Alternatives to Youth Incarceration

Experts agree that youth incarceration is harmful to youth and is ineffective at lowering recidivism rates. Diversion programs tend to be more successful. As incarceration rates continue to decline, there is a need for increased community services to help youth overcome situations that lead to delinquency. Preventative programs should start early and focus on early childhood trauma, literacy and keeping children in school. After school supervision and pro-social activities are also important. To overcome generational hardship youth may need additional support in the areas of mental health, substance abuse recovery, tutoring, job training, life skills training and parenting classes.

Mission Statement

After analyzing the input from our interviews and findings of relevant reports and research studies, the JJDPC approved several small changes to update our mission statement.

The original JJDPC Mission Statement was:

It is the mission of the San Mateo County Juvenile Justice & Delinquency Prevention Commission to be a public conscience in the interest of juveniles. The Commission is dedicated to delinquency prevention and the promotion of respect for the human dignity of all minors who come under the jurisdiction of the Juvenile Court.

The new mission statement is intended to:

1. Confirm that the JJDPC is concerned with the interests of all youth in San Mateo County.
2. Signify a more proactive approach to issues. Instead of simply being “dedicated” to delinquency prevention, the Commission will “advocate” for programs to prevent entry into the justice system. The more active approach is exemplified by the projects the Commission will pursue over the next several years, including cataloguing programs and services that currently exist, pinpointing gaps, and advocating for the creation of additional needed programs.
3. Broaden the concept of youth who fall under the “jurisdiction of the Juvenile Court” to those who enter the juvenile justice “system.” The JJDPC is invested in the respectful treatment of all juveniles who are incarcerated, on probation, in diversion programs, or have encounters with public officials such as police or truancy officers.

So, with those new intentions in mind, the Commission approved the following new mission statement:

It is the mission of the San Mateo County Juvenile Justice & Delinquency Prevention Commission to be a public conscience in the best interest of juveniles. The Commission advocates for programs and services that prevent youth entry into the juvenile justice system and promotes respect for the human dignity of all minors who do enter the system.

Our New Aspirations

After drafting a new Mission Statement and circulating it with Commissioners, the strategic planning committee turned to goals, in order to guide the specific actions and projects the Commission intends to undertake. The committee's original intention was to write goals that are specific, measurable and have clear timelines, with approximately three to five year horizons.

However, after consideration and feedback, the committee decided that the goals should be expressed instead as "Aspirations." They describe conditions the Commission would like all youth and their families in San Mateo County to experience, but because it would be difficult, if not impossible, to achieve them in a set timeframe, the Commission prefers not to express them as goals with measurable end dates. Instead, the Commission will write goals for each project, in line with these new Aspirations, and which are also specific, measurable and with set timelines.

Three Aspirations were drafted, one for each of our intentions from planning, in this order: 1) to make the Commission operate more effectively, 2) to support youth who come into contact with the juvenile justice system, and 3) to prevent youth from coming into contact with the juvenile justice system in the first place.

With those intentions in mind, the committee drafted the following Aspirations, which were approved by the Commission at its April 2020 monthly meeting.

Aspirations for our Community

1. The voices of communities most likely to be affected by the juvenile justice system are heard regularly by the San Mateo County Board of Supervisors and other elected officials in the county.
2. Every youth who comes into contact with the San Mateo County juvenile justice system has convenient, affordable access to appropriate transitional, mental health, and substance abuse programs.
3. All elementary school children in at-risk neighborhoods in San Mateo County have convenient, affordable access to programs that support and supervise them after school and provide services to address early childhood trauma as needed.

Meaning of certain terms in the Aspirations

Below are definitions to clarify certain terms in the Aspirations.

Aspiration #1

We define “communities most likely to be affected by the juvenile justice system”, also sometimes called ‘at-risk communities’, using the excellent work done in 2018 and 2019 by the Community Collaboration for Children’s Success initiative (CCCS) at Get Healthy San Mateo County, a “local collaborative of community-based organizations, County agencies, cities, schools, and hospitals”.²

CCCS looked at neighborhoods in San Mateo County that have, for example, high incidences of juvenile probation, use of San Mateo County Behavioral Health resources, and reports of child abuse and neglect. With that they created a “Youth Need Index” and identified ‘at-risk’ neighborhoods, such as in East Palo Alto, North Fair Oaks, eastern San Mateo, South San Francisco and Daly City.³

Aspiration #2

Because the Mission of the Commission is to advocate for all youth in the County, and to prevent juvenile delinquency, we believe we should cast a wide net when we ask which youth our second Aspiration applies to. We define a “youth who comes into contact with the San Mateo County juvenile justice system” not just as a youth who formally enters the system by being arrested, having a case heard in Juvenile Court or by coming under the supervision of the San Mateo County Probation Department. “Coming into contact” also includes, in the Commission’s definition, interaction with police departments, school resource officers and other city and school district employees who intervene with at-risk youth by providing them counseling or requiring that they enter into diversion programs.

Finally, to be clear, “transitional programs” are those that a) support youth in transitioning from incarceration to returning to their community, their families and their schools and b) support youth in transitioning from probation to non-probation.

Aspiration #3

Per above, “at-risk neighborhoods” are the same as “communities most likely to be affected by the juvenile justice system” as defined by the Community Collaboration for Children’s Success initiative (CCCS).

The term “after school” also requires some definition. Because working parents, and/or friends and neighbors, may be unavailable to support and supervise children at various times of day or during the week and year, then “after school” is not necessarily just weekday afternoons and early evenings during the school year. It may also include weekends, nights, and weeks and months of the year when school is not in session. Depending on the need for such programs, which the Commission will work to identify with one of its first projects in 2020, “after school” might be expanded to include those times as well.

² Get Healthy San Mateo County -- About Us: <http://www.gethealthysmc.org/about>

³ Youth Need Index: <http://www.gethealthysmc.org/youth-need-data>

2020 Projects

The final outcome of the Commission's strategic planning effort are projects intended to move San Mateo County towards the Aspirations. So, the projects described below are organized according to the Aspirations.

The planning committee brainstormed a list of projects which the Commission discussed and voted on in its April 2020 monthly meeting, held by videoconference. During that meeting two new projects were also added to the list. The following projects were approved at the April meeting and work has begun.

Bringing our Communities' Voices to Elected Officials

Communicate regularly with elected officials

So that the voices of our community are heard by elected officials, the Commission will seek out opportunities to communicate directly with the Board of Supervisors and other elected officials. Giving our community opportunities to communicate directly, and Commissioners indirectly relaying their ideas, are both options. Getting familiar with legislative priorities at city, county, state and even national levels, learning how things get done in city and county governments, and identifying key players are likely activities. Potential questions might include which elected officials to target, what steps should be taken and in what order, how to use both private and public meetings effectively, and what community advocates to partner with and how. The expectation is to provide a legislative priorities report each month and by May 2021 to have made contacts with at least 6 elected officials. *Project co-leads will be Monroe Labouisse and Paul Bocanegra.*

Recruit more youth commissioners

Recruit youth commissioners, especially those who have interacted with the juvenile justice system, to better understand their experiences and needs. This project includes partnering with community-based organizations ("CBOs") and others who regularly interact with this population to identify and recruit youth commissioners. It should consider changing the Commission's Operating Policies to allow 2-year terms for youth to provide more flexibility for high school youth who may be moving out of the area for college or work once they have completed high school. Another consideration is to ask existing youth commissioners to find their own replacement when they move on. The Commission should have at least one youth commissioner with experience in the justice system by the end of 2020. *Project co-leads will be Melissa Wilson and Debora Telleria.*

Providing Substance Abuse, Mental Health and Transitional Services

Describe existing substance abuse, mental health and transitional programs

Identify and catalog programs that are currently in place in the county for youth who are incarcerated, on probation, or on diversion programs. Research and understand barriers to their full utilization and gaps where they exist. Consider cost, location, transportation, time commitment, peer and community pressure, family issues, etc. Interview and establish relationships with service providers. The expectation is to produce a written report and to present it to the JJJPC for discussion at the August 2020 meeting. *Project co-leads will be Monroe Labouisse and Debora Telleria.*

Providing After-School Care in At-Risk Communities

Describe current after-school programs for elementary-age children

Review CCCS research results, and research other information as needed. Identify and catalog programs that are currently in place. Research and understand barriers to their full utilization and gaps where they exist. Consider location, transportation, limited services, costs, family needs, etc. Interview and establish relationships with the CCCS coordinator and some service providers. The expectation is to produce a written report and to present it to the JJJPC for discussion at the July 2020 meeting. *Project co-leads will be Sathvik Nori and Rebecca Flores.*

Develop and recommend a better truancy strategy for county public schools

Truancy is a leading indicator of juvenile delinquency, and puts youth at a disadvantage for succeeding in school and life. Neighboring counties, such as Alameda, have made recent successful changes to the policies of their School Attendance Review Boards. This project will investigate San Mateo County truancy trends and policies across multiple school districts, study the strategies of other counties, and make recommendations as to whether and how to effect positive change in our county. *Project co-leads will be Susan Swope and Valerie Gibbs.*

Projects to Develop Foundational Capabilities

Develop strategy for reducing the digital divide

The challenges that the coronavirus outbreak and subsequent shelter in place order have presented for distance learning in at-risk communities in San Mateo County have brought the inequities of the digital divide into stark contrast. Given the pressure the digital divide puts on learning for at-risk youth, the negative impact of falling behind in school, and the possibility of future outbreaks and shelter at home orders, the Commission sees the current situation as an opportunity to recommend changes. This

project will seek to understand the pre-existing digital divide, the consequences of the divide given the recent changes to learning, and to recommend solutions going forward. *Project co-leads will be Sonoo Thadaney and Doug Wilson.*

Develop marketing & communications strategy

Develop a strategy to broaden awareness of the JJDPC in San Mateo County. Develop the overall messaging and tone for JJDPC marketing and communication with the community. Research how other JJDPC and local commissions are marketing themselves and identify the most effective communication vehicles to achieve the desired outcomes. Additional aspects could include the feasibility of moving the JJDPC website to an independent platform (not associated with Probation); working with partners to spread awareness; and identifying revenue sources for ongoing marketing efforts. Once a strategy has been developed, a commissioner will be assigned to oversee ongoing marketing projects. The expectation is to present a marketing strategy to the Commission, and assign a commissioner to oversee marketing, by the end of 2020. *Project co-leads will be Toni Barrack and Michele Gustafson.*

 The following projects were proposed and discussed at the April 2020 Commission meeting, and the Commission decided to delayed them until a later date:

Bringing our Communities’ Voices to Elected Officials

Hold Commission meetings in community locations

In an effort to make more direct contact with community members, JJDPC Commission meetings - whether regular monthly meetings or special meetings - would be held at various community locations. Communication with community partners, some consultation from County officials on compliance, and coordination of logistics would be required. Potential questions might include whether and with whom to publicize meetings, who to invite, and whether and how the agenda would be different. The expectation would be to hold three community meetings a year, and the first one within two months of the appropriate county public health order. *This project was delayed based on the understanding that public meetings may not be able to take place for some time due to the coronavirus outbreak.*

Providing Substance Abuse, Mental Health and Transitional Services

Identify additional substance abuse, mental health, and transitional services

Identify services that are needed but not available to youth who have come into contact with the San Mateo County juvenile justice system. Determine the reasons for the gap

in services and propose solutions. Consider staffing, real estate, budget and marketing/awareness needs, etc. Partner with CBOs and County officials to develop solutions. A full, 'ready to fund' project plan for each solution, i.e. budget, staffing, location, etc., is not expected, just a realistic description of a solution. The expectation is to produce a written report and to present it to the JJDC for discussion at the November 2020 meeting. *This project cannot begin until the project to describe such existing services is completed. Project co-leads will be the same as for that current project: Monroe Labouisse and Debora Telleria.*

Serve on the county task force investigating alternatives to youth incarceration

At the request of the JJDC in 2019, and because of similar efforts in neighboring counties to close their youth detention centers, the San Mateo County Board of Supervisors was planning to convene a task force to discuss alternatives to youth incarceration. *Due to the coronavirus outbreak, it is unclear when or if the task force for investigating alternatives to the YSC and other youth incarceration will begin.* However, if it does, then the Commission will need at least one representative on the task force. The representative will draw on all of the work of the Commission and its various projects to inform discussion on the task force.

Providing After-School Care in At-Risk Communities

Identify additional afterschool programs or capacity needed

Describe where the needs are, and the reason for the gaps in program capacity or availability. Consider budgetary constraints, staffing, costs, available space, lack of providers in neighborhoods, etc. Partner with CBOs and County officials to develop solutions. A full, 'ready to fund' project plan for each solution, i.e. budget, staffing, location, etc., is not expected, just a realistic description of a solution. The expectation is to produce a written report and to present it to the JJDC for discussion at the October 2020 meeting. *This project cannot begin until the project to describe such existing programs is completed. Project co-leads will be the same as for that current project: Sathvik Nori and Rebecca Flores.*

Appendix A: Interviews

The strategic planning committee would like to thank all of the Commissioners and partners listed below who took the time to share their thoughts for the development of this Strategic Plan. Their input was invaluable.

Commissioners who were interviewed

- Antoinette Barrack
- Paul Bocanegra
- Rebecca Flores
- Valerie Gibbs
- Michele Gustafson
- Monroe Labouisse
- Susan Swope
- Debora Telleria
- Sonoo Thadaney
- Melissa Wilson
- Douglas Winter

Partners and stakeholders who were interviewed

San Mateo County Departments

- Juvenile Court:
 - Judge Susan Etezadi
 - Judge Susan Jakubowski
- Probation Department:
 - Chief John Keene
- Attorneys
 - Rebecca Baum, District Attorney's Office, Deputy in Charge, Juvenile Div
 - Bonnie Miller, Attorney, Juvenile Branch Private Defender Program
 - Ron Rayes, Managing Attorney, Juvenile Branch Private Defender Program
- Human Services Agency:
 - John Fong, Director of Children and Family Services
- Behavioral Health and Recovery Services
 - Regina Moreno, Manager
 - Aurora Pena, Supervising Mental Health Clinician
- Office of Education and School Districts

- Carrie DuBois, Trustee with the Sequoia Union High School District
- Jenee Littrell, Deputy Superintendent, Student Services
- Alisa MacAvoy, Trustee, Redwood City School District
- Nancy Magee, County Superintendent of Schools
- Keiko Smith, VP Advocacy & Community Services, San Mateo County PTA

City Police Departments

- Monica De La Cerda, Juvenile Detective, RWC Police Department
- Lt. Ryan Johansen, San Bruno Police Department
- Lt. Jay Kiely, Burlingame Police Department
- Lt. Matthew Lethin, San Mateo Police Department
- Victoria Trask, SRO, Menlo Park Police Department
- Manuel Velarde, Juvenile Specialist, RWC Police Department

Community Based Organizations

- Harold Atkins, Program Manager, Success Center
- Peter Ehrhorn, Department Director Youth Empowerment Services, Star Vista
- Kate Hiestler, Associate Director of Programs & Partnerships, FLY
- Mike Jones, Senior Director, Boys and Girls Club in North Fair Oaks, Redwood City

Appendix B: External Research

External Research Sources

- [Annie E. Casey Foundation \(AECF\): Kids Count Data Center](#)
- [Annie E. Casey Foundation: *Transforming Justice, Dec. 9, 2019*](#)
- [Board of State and Community Corrections \(BSCC\): Juvenile Detention Profile Survey Database](#)
- [California Budget and Policy Center](#)
- [Cal Matters: California Divide](#)
- [Center on Juvenile and Criminal Justice \(CJCJ\)](#)
- [Community Collaboration for Children's Success initiative \(CCCS\)](#)
- [Lucile Packard Foundation for Children's Health: Kidsdata](#)
- [Office of Juvenile Justice and Delinquency Prevention \(OJJDP\): *LGBTQ Youths in the Juvenile Justice System, 2014*](#)
- [Office of Juvenile Justice and Delinquency Prevention \(OJJDP\): *Trends and characteristics of arrests involving juveniles, 2018*](#)
- [San Francisco Chronicle: *Facing rising costs per youth, San Mateo County considers future of juvenile hall, July 25, 2019*](#)
- [San Francisco Chronicle: *Vanishing Violence Series, 2019*](#)
- [San Mateo County Probation Annual Reports](#)
- [San Mateo Probation: *Annual JJCPA & JPCF Evaluation Report 2017-2018*](#)
- [San Mateo Union High School District: Healthy Kids Survey](#)

Global Findings

- Treat juvenile crime as a (mental) health issue, not a criminal issue
- Important to develop strategic alliance with agencies that have similar goals (i.e. CCCS and JJCC)
- As use of detention declines, not enough services in the community to replace that method of handling kids who are delinquent or have tendency to be
- Need to identify funding sources for programs, in addition to JJCPA and JPCF

Root Causes of Juvenile Delinquency

Our allies pointed us towards the following causes of juvenile delinquency, which research backs up.

- **Economic Hardship (affordable housing, living wage, health care)**
 - 2018 bottom quintile SMC avg income \$25k ([California Budget and Policy Center](#))
 - Rent ^ 16% 2006-2017 in CA, while wages down 0.5% ([Cal Divide](#))
 - In 2017, 37% of SMC households had a high affordability burden, i.e. spent >30% of income on housing; vs. 42% CA, 31% US ([KidsData](#), Lucile Packard Foundation)
 - San Mateo County: ([KidsData](#), Lucile Packard Foundation)
 - ✓ Children living in poverty 21% (2014-16)
 - ✓ Children in low income working families 18% (2016)
 - ✓ Children in Food Insecure Households 13% (2017)
 - ✓ Poverty Rate (2016 figures, CA Sentencing Institute, [CJCJ](#))
 - 11% residents <18 yr old in households below the poverty line. CA=21%
 - San Mateo County has the lowest use of CalWORKs of any county in the state (9 kids per 1000 vs 82 statewide) ([KidsData](#), Lucile Packard Foundation), but also top ten amongst CA counties for income inequality, as measured by Gini coefficient ([KidsData](#), Lucile Packard Foundation)
 - SMC: No space available in child care for 74% children ([KidsData](#), Lucile Packard Foundation)
 - Above leads to lack of time to spend with children and stress on parents
- **Generational Hardship (Education, mental health, crime, and substance abuse in families and parents)**
 - Leads to stress on children and children's mental health issues
 - Youth mental health need in SMC higher than average of CA as a whole, despite wealth (interview with CCCS director)
 - 14% children have had parents report 2+ adverse experiences ([KidsData](#), Lucile Packard Foundation)
 - Above leads to substance abuse and falling behind in / trouble at school
 - 1/3rd of kids in SMC are Latino; 50% of them are not reading at grade level in 3rd grade ([AECF Data Center](#)), vs. 85% for Whites (also 1/3rd of kids in SMC). 75% of Latinos are not at State Standards in Math in 8th grade, vs. 34% of Whites

- In SMC, performance of African Americans on average very similar to Latinos; African Americans represent only 1.5% of youth population of SMC ([AECF Data Center](#))
- In SMC, 20-25% of Latinos and African Americans are not graduating high school on time, vs. <10% of Caucasians. Whites ([AECF Data Center](#))

- **Organized Crime**

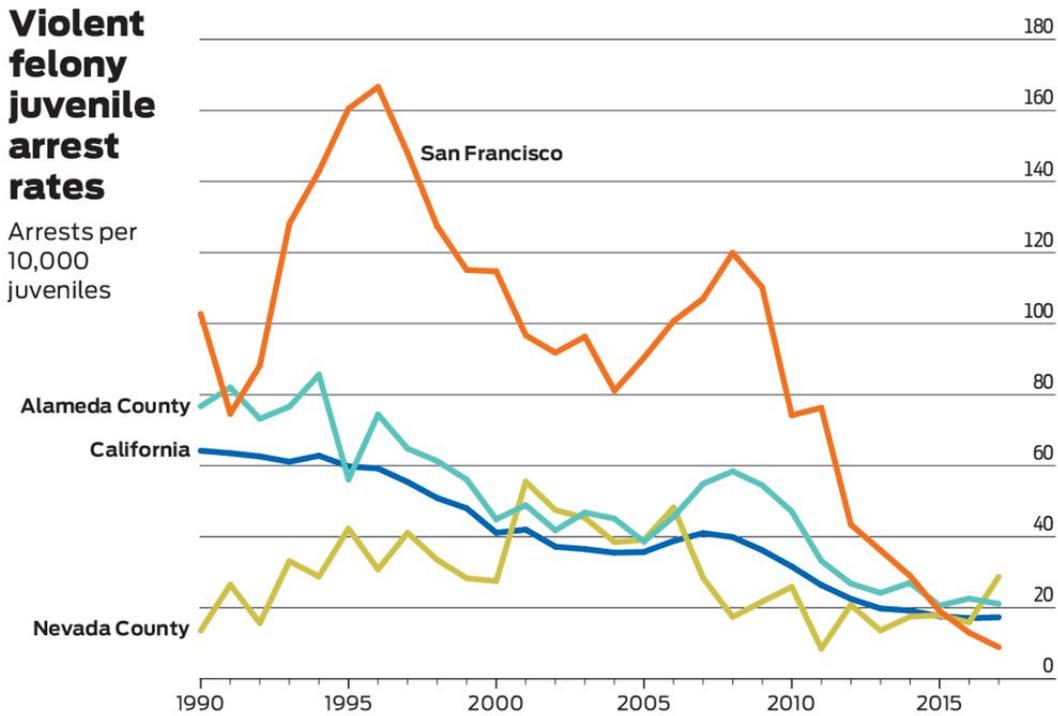
- ~4% of high school kids in SMUHD say they are members of gangs = ~80 per class or >300 total ([Healthy Kids Survey](#), 2017-2018)
- 3% of high school students say they have carried a weapon at school (~250 kids total), 1% a gun. Between 2-4% say they have been threatened with a weapon ([Healthy Kids Survey](#), 2017-2018)

Community Needs

- CCCS Daly City Neighborhood Plan ([CCCS Report](#))
 - Affordability (higher wages, lower housing costs) makes parenting hard
 - Police need more trauma-informed responses
 - Structural racism in criminal justice, education
 - Not enough affordable preschool, or public school staffing
 - Youth mental health, and substance abuse
 - Not enough safe after-school spaces for kids (inc. weekend and summer)

Effects of Juvenile Delinquency

- Suspensions, offenses, probation, incarceration
- Generally, the Annie E. Casey Foundation concludes, youth incarceration is harmful to youth and ineffective. ([Transforming Justice](#), December 9, 2019)
- Nationwide, arrests of juveniles have declined significantly since the mid-1990s ([OJJDP](#)), and California is the same.
- In California, homicides of juveniles dropped 83 percent — from 382 in 1995 to 63 in 2017, the latest state data show. Youth arrests for violent felonies in the state dropped 68 percent — from 22,601 in 1994 to 7,291 in 2017. ([SF Chronicle: Vanishing Violence 2019](#))



- San Mateo County is no different
 - Youth (<18 yrs old) Arrest Rates by County, 2010-2018 ([CJCJ](#), Mike Males)

Arrests/100K population	2010	2014	2018
SMC	3,644	2,137	1,024 (-72%)
CA	4,445	2,112	1,113 (-75%)

- In San Mateo County, the number of kids on probation has declined over time:
 - ([SMC Probation Annual Reports](#))
 - ✓ June 2015: 559
 - ✓ June 2016: 521
 - ✓ June 2017: 306
 - ✓ June 2018: 286
 - Of kids on probation, 15-20% from 2014-2018 re-offended
 - Of kids in diversion programs in 2018, 0% re-offended
 - ([SMC Probation Annual Reports](#))

- # of youth in supervision; half or less in intensive programs ([SMC Probation Annual Reports](#))

Year	General	Intensive
June 2016	115 (50%)	116 (50%)
June 2017	112 (56%)	88 (44%)
June 2018	101 (55%)	83 (45%)

- Relative to the rest of the state, SMC is doing well (2016 figures, CA Sentencing Institute, [CJCJ](#)):
 - ✓ Felony Arrest Rates: SMC = 369/100K ages 10-17. CA avg = 478
 - ✓ Confinement Rates: SMC = 12/1000 juvenile felony arrests. CA avg = 34
 - ✓ Out-of-home Placements: 207/100K youth were in foster or group home care. CA = 666/100K
- On June 19, 2019, the YSC held only 40 youth. ([SMC Probation, report to JJDPC](#))
 - ✓ 33 male
 - ✓ 70% Latinx
 - ✓ 46% from RWC or EPA (28% and 18% respectively)
 - ✓ 26 had committed felonies
 - ✓ 7 were being held during pre-disposition for potential felony charges
 - ✓ % LGBTQ?
 - ✓ Note: Nationwide, LGBTQ over-represented in detention ([OJJDP](#))
- [BSCC](#) confirms that the snapshot above is representative (re: population, gender mix, felony mix, pre-disposition mix) for most of 2018-2019
- At the YSC, “115 of 170 cell beds were empty on an average day in 2018.” ([SF Chronicle, July 25, 2019](#))
- “Counts [in 2018] showed that between 47% and 74% of the youths in San Mateo County’s juvenile hall were there for felonies or technical violations related to serious crimes, according to Board of State and Community Corrections data.” ([SF Chronicle, July 25, 2019](#))
- In San Mateo County, 53% of youth clients in Probation and 43% in Behavioral Health and Recovery Services come from 4 zip codes ([CCCS](#))
 - ✓ Daly City (10% Probation, 11% BHRS)
 - ✓ EPA

- ✓ North Fair Oaks/Redwood City
- ✓ South San Francisco
- These four were not the only hot spots, but they also measured high on “Youth Planning Readiness”, so were targeted by CCCS. Other hot spots were:
 - ✓ East San Mateo (east of downtown, west of 101)
 - ✓ San Bruno

Delinquency Prevention

- Commissioner and stakeholder interviews listed the following as effective delinquency prevention measures
 - For prevention, it’s programs that start early, i.e. elementary school
 - For both prevention and rehabilitation: it’s affordable after school programs like Boys & Girls Clubs and practical programs for education support, job skill training, life skills
 - Stakeholders also put emphasis on mental health treatment and added that many system programs do work:
 - ✓ Supervision by Probation
 - ✓ Drug testing
 - ✓ Teaching empathy through community service
 - ✓ PDs: Early intervention, parent education and diversion programs
 - Recommendation from AECF: Impose Statutory Limits on Detention and Commitment ([AECF: Transforming Justice](#), December 9, 2019)

Existing Programs

The JJCC and Probation allocate funds from JJCPA and JPCF to programs that assist youth that come into contact with the juvenile justice system. ([Probation: JJCPA & JPCF Evaluation 2017-2018.](#))

- **JJCPA Programs**
 - **Acknowledge Alliance:** Provides counseling for youth attending community and court schools
 - **Juvenile Assessment Center:** Provides case management and supervision of youth with significant mental health and family issues in partnership with other county agencies such as Behavioral Health and Recovery Services (BHRS) and the Human Services Agency (HSA)

- **Family Preservation Program:** Provides multidisciplinary team risk/needs assessments to youth who come into contact with the juvenile justice system
- **Fresh Lifelines for Youth:** Provides mentoring and case management for youth on probation
- **StarVista Insights:** Provides substance use treatment and family counseling for youth on probation
- **JPCF Programs**
 - **Community Legal Services in East Palo Alto:** Provides legal consultation/representation for youth and families
 - **Boys and Girls Clubs of the Peninsula:** Provides mentoring services and enrichment activities to at-risk youth
 - **StarVista Strengthen Our Youth:** Provides group and individual counseling to at-risk middle and high school students and parenting workshops
 - **YMCA of San Francisco School Safety Advocates:** Provides school safety advocates to create safe environments on schools campuses
 - **Probation Parent Programs:** Provides parenting education to parents of youth on probation
- Several of these providers indicate that these funds are insufficient to run the programs
- **Programs in the Youth Services Center**
 - Fresh Lifelines for Youth (education about law and constitutional rights, re-entry, leadership and gang programs)
 - Church services and bible study
 - Staff led life skills programming (resume writing, anger management)
 - The Beat Within (writing program)
 - Each One Reach One (tutoring, playwriting)
 - Mind Body Awareness (meditation)
 - The Art of Yoga
 - Pyramid (anger management, drug and alcohol prevention)
 - Brighter Day (career readiness, leading to jobs at Safeway)
 - Book club
 - Omega (staff led monthly program including speakers on relevant topics)

- Adding Success Centers as a partner in 2020

Alternative Programs

- “San Francisco supervisors, with support from 10 of 11 members, voted in early June [2019] to close the city’s juvenile hall by the end of 2021. The legislation requires the creation of a committee to create community-based and rehabilitative alternatives, including a secure setting for those who pose a safety risk.” ([SF Chronicle, July 25, 2019](#))
- SMC BoS recommends forming a task force to study closing YSC
- In 2016, a civil grand jury recommended that San Mateo County examine whether the cost of detaining youths at juvenile hall could be trimmed and the empty space repurposed.” SMC Board of Supervisors recommends in 2019-2020 to study closing YSC, just as SF Board of Supervisors has recommended the same. ([SF Chronicle, July 25, 2019](#))
- Chief Keene not in favor of full closure. “Keene acknowledged the need to address the vacancy rate in juvenile hall and said he would support repurposing parts of the facility, creating space for after-school programs or community organizations. ... But, he added, state and federal restrictions limit what he can do — red tape that won’t allow him to knock down walls.” ([SF Chronicle, July 25, 2019](#))

JJDPC Project Plan - Recruiting Youth Commissioners

May 15, 2020

Co-Leads: *Debora Telleria, Melissa Wilson*

Short Description and Goals

The goal of this project is to recruit more youth commissioners, especially those who have interacted with the juvenile justice system, to better understand their experiences and needs. It also aims to reduce barriers to becoming a commissioner by reducing term limits from four to two years and identifying funds to cover costs of transportation for youth commissioners.

Deliverables and Project End Date

- Change the Operating Policies to allow 2-year terms for youth by the end of 2020
- Arrange funds to cover transportation costs for youth commissioners by the end of 2020
- Identify 2+ candidates by the end of 2020, one of whom has had experience with the juvenile justice system*
- Have at least one candidate vetted and voted on by the end of Q1 2021*
- Create a pipeline and strategy to identify candidates in the future*

*Assumes shelter-in-place orders have lifted by start of school-year, youth are back at school and CBOs have resumed in-person community activities.

Steps Required

- Agendize vote to change youth commissioner term from 4-years to 2-years and update operating policies by the end of August 2020
- Reach out to Santa Clara County JJC to understand their recruiting approach for youth commissioners by the end of August 2020
- Explore transportation options and funding with Chief Keene by the end of 2020
- Partner with CBOs to identify and recruit youth commissioners (FLY, Boys & Girls Club, YMCA, Build, StarVista) by the end of 2020
 - Reach out to individual sites and advertise through CBO social media sites
- Partner with schools (e.g. EPAA, MA, Sequoia, Carlmont, SSF, San Mateo High, Capuchino) and continuation schools (Gateway, Peninsula, Redwood, Bayden, Pilarcitos) to identify and recruit youth commissioners by the end of 2020
 - Reach out to administrators, guidance counselors and through school notices
- Present at Project Change and EOPS meetings to identify/recruit youth commissioners
- Ask Probation staff to recommend youth and explore if serving on commission could fulfill community service probation requirements
- Interview prospective candidates and vote on them by end of Q1 2021

Expected Milestones

We will update the commission as each deliverable is completed.

Partners

See listing under “steps” heading.

JJDPC Project Plan - Substance Abuse, Mental Health, Transition Programs
May, 2020

Co-Leads: *Debora Telleria, Monroe Labouisse*

Short Description and Goals

This project will identify and catalog existing substance abuse, mental health and transitional programs in the county, including programs that are currently in place for youth who are incarcerated, on probation, or in diversion programs. The goal is to identify gaps in service as well as barriers to use.

Deliverables and Project End Date

We will deliver a written report and present it to the JJDPC for discussion at the August 2020 meeting.

Steps Required

Steps to complete this project include the following:

- Determine criteria to describe resources (capacity, cost, location, barriers to use) - June
- Identify lists of existing resources - June
- Interview county and CBOs for known resources - June
- Research available resource websites - July
- Understand where BHRS, probation, police and schools are referring youth - July
- Identify gaps and barriers to use (cost, location, transportation, time commitment, peer and community pressure, family issues, etc.) - July
- Interview and establish relationships with service providers - August
- Write final report - August

Expected Milestones

We will provide a project update at the following JJDPC meetings: list of resources in June; information on resources and gaps in and barrier to use in July; and a final report in August.

Partners

We plan to work closely with the following CBOs and/or government agencies:

- CBOs: Star Vista, FLY, Boys & Girls Club, YMCA
- Government agencies: HSA, BHRS, ILP, Child Protective Services, County Health, Medi-Cal/Covered CA, CCCS, Probation, County Office of Education
- Private substance abuse organizations

DRAFT JJDPC Project Plan – *Strengthening SARBs in San Mateo County*

Date: May 18, 2020

Co-Leads: *Valerie Gibbs and Susan Swope*

Core Committee: Jenee Littrell, Deputy Superintendent of Schools, Student Services Division; Carrie DuBois, Sequoia Union High School District Board of Trustees, plus up to 6 more.

Short Description and Goals

The project goal is to develop recommendations to the County's school districts, Board of Supervisors, Superior Court, and the community on how we can more effectively address truancy, thus increasing student attendance and the percent of students graduating from high school. We believe keeping students in school is key to preventing delinquency.

Deliverables and Project End Date

What will be the end product of the project and by when do you plan to deliver it?

Develop recommendations to the County's Board of Supervisors, the Court, and the school districts as to how to empower San Mateo County Boards of Education to make their SARBs more effective.

Steps Required

1. Recruit up to ten individuals to be part of the project committee by June 30, 2020.
2. Survey County School Districts on their current practices addressing truancy, e.g., use of Student Attendance Review Boards (SARBs), and their truancy statistics, prior to Covid-19 and currently. (July 1 – October 30, 2020)
3. Research best practices for reducing truancy, including the State SARB, other Bay Area Counties' SARBs, national guidance. (July 1 – October 30, 2020)
4. Prepare findings for review. (November 1 – January 15, 2021)
5. Once tasks 1-3 are complete, convene a meeting(s) of partners to discuss our findings and develop recommendations, including a timeline for implementation. (March 2021)
6. Present recommendations to the Board of Supervisors, the Court, and the school districts by May 30, 2021.

Expected Milestones

When would you like to update the Commission along the way, and on what?

We expect to give brief updates monthly and make presentations as we complete each of the tasks.

Partners

What CBOs and/or government agencies do you expect to work closely with?

- Principals and the Boards of Trustees in all County school districts.
- Juvenile Court Judges
- District Attorneys' office
- Representatives of PAL, SAL, YMCA, Boys and Girls Clubs
- Police Departments (e.g., EPA, Redwood City, San Mateo, Daly City, South San Francisco)

JJDPC Project Plan - Marketing

May 17, 2020

Co-Leads:

Toni Barrack, Michele Gustafson

Short Description and Goals

Develop marketing and communications strategy to broaden awareness of JJDPC in San Mateo County. This project is intended to create dialog with the community and will develop the overall messaging and tone for JJDPC marketing and communication.

Deliverables and Project End Date

- *Research summary*
- *Public messaging -- tone, audience*
- *Final Deliverable: Marketing strategy, execution and maintenance plan*

End Date for Final Deliverable: November 2020 meeting

Steps Required

1. *Research other commission marketing practices*
 - a. *Research how other JJDPCs are marketing themselves*
 - b. *Research how other San Mateo County commissions are marketing themselves*
2. *Research funding*
 - a. *Research how other JJDPCs are funded*
 - b. *Research how other San Mateo County commissions are funded*
 - c. *Consider costs of/funding for translation (communications and in-meeting)*
3. *Research costs, maintenance overhead of moving JJDPC website to another platform*
 - a. *Determine where other San Mateo County commissions maintain their websites*
 - b. *Compile Brown Act requirements and research independent platform options*
4. *Propose public-facing messaging regarding the Commission. Need to determine:*
 - a. *Define the audience. What information are we conveying and to whom? (BOS, community, youth, CBOs?)*
 - b. *What value-add does the Commission bring to the county or community? How are we a resource and for whom?*
 - c. *How can we raise awareness to the public about critical issues and information?*
 - d. *How do we want to communicate to the public about our current projects? What other actions are we willing and able to take?*
 - e. *How does the public best interface with the Commission?*
 - f. *Translation (marketing materials and responsive communications)*
 - g. *Recruiting*
5. *Determine marketing platforms*
 - a. *What platforms to use: website, social media (Nextdoor? Facebook? Other?)*
 - b. *Traditional paper media (flyers, pamphlets)*
 - c. *Meetings/appearances at community groups; Membership in advocacy groups*

6. *Document marketing strategy and maintenance plan*
7. *Create and document responsibilities for Commissioner role*

Expected Milestones

- *Jun 2020 Meeting: begin discussion of messaging (4)*
- *Jul 2020 Meeting: Summary of Research (1-3); initial draft of messaging (4)*
- *Sept 2020 Meeting: Final alignment on public-facing messaging (4) and determine platforms (5)*
- *Oct 2020 Meeting: Present marketing strategy and maintenance plan (6)*
- *Nov 2020 Meeting: Approve marketing strategy and maintenance plan (6); Commissioner role (7)*
- *Jan 2021 Meeting: fill Commissioner role*

Partners

Controller's Office: Sherry Golestan (to understand other commissions' practices)

Probation: Tony Burchyns (to understand current website responsibilities)

Other Commissions (SMC commissions; JJs): to survey advocacy group opportunities

Will need to confirm proposed delivery platforms with proposed audience

JJDPC Project Plan - *Talk to Elected Officials*

May, 2020

Co-Leads: *Paul Bocanegra, Monroe Labouisse*

Short Description and Goals

So that the voices of our community are heard by elected officials, we will seek out opportunities to communicate to the Board of Supervisors and other elected officials. Giving our community opportunities to communicate directly by bringing them to meetings, and/or meeting with elected officials and relaying our community members' ideas, are both strategies. We plan to get familiar with legislative priorities at city, county, and state levels, learn how things get done in city and county governments, identify key players, and introduce ourselves and the Commission to elected officials.

Deliverables and Project End Date

The first stage of this project we are calling a "listening / introduction tour", in which our main goal is to introduce the Commission and its new strategic plan to elected officials in private meetings and to ask for their general support, potentially in the form of a public statement of some kind. We plan to talk to at least one elected official per month from July to December, and to provide updates at each monthly meeting on what we have learned about local policy and legislative priorities. We also will 'interview' elected officials by asking them a standard set of Commission-approved questions, and to report each month on what we have learned from those interviews. We do not expect to attend and speak at any public meetings until we have held a sufficient number of private meetings first. The end date of the first stage will be the end of 2020, though we anticipate it is always a good idea to be listening and learning and introducing the Commission on an ongoing basis. However, a second stage of this project, in 2021, may also involve using meetings, both private and public, to advocate for specific changes which are recommended, through other Commission investigations/projects.

Steps Required

- Craft the message and goals of the meetings
- Choreograph -- how do we hope the meetings will go; what our each of our roles
- Write up our talking points and present to Commission -- focus on the kids
- Draft a list of questions we want to ask each official and present to Commission
- Decide on target list of officials, approved by the Commission
 - Include city officials, and state-level officials who represent our area
- Set up meetings and attend
- Report back on learnings to the Commission

Expected Milestones

- Present meeting strategy, talking points, questions and targets (June meeting)
- At least one meeting per month, and reports to Commission monthly (July-December)

Partners

We do not expect the active participation of partners in the first stage of this project, but will inform partners through Commission meetings and invite their consultation and advice. In later stages, we expect to identify partners from whom we will want active partnership to most effectively communicate with elected officials.

San Mateo County - JJDCP Digital Divide**Working draft****Team Leaders:**

1. Doug Winters
2. Sonoo Thadaney Israni

Working Group (actively meet online weekly + deliver on specific tasks each week)**Advisors/Stakeholders (review materials from Working Group and offer guidance and guardrails)**

1. <https://www.techexchange.org/>?
2. County office of Education
3. YSC
4. Board of Supervisors
- 5.

Defining the scope

- 1/ document the stories - journey and impact
- 2/ identify and engage stakeholders to get the facts and stories
- 3/ Access to technology (both actual physical devices and appropriate services and software)
- 4/ Security and safety (ex. Zoom security issues and connecting with computers/devices that may not be new (are they being appropriately reset before distribution for protection of both old and new owner).
- 5/ Current San Mateo status - this has been a point of contention in the Hall for some time already.
- 6/ Community engagement (we are in the belly of the beast - we should be making community connections and facilitating discussions/actions like the Jack Dorsey article you posted).
- 7/ Computer literacy
- 8/ongoing maintenance of tech, privacy, etc.
- 9/ unintended consequences and navigate/plan for them
- 10/??

Measuring Impact - to be defined by working group?

- Raising awareness?
- Fixing the problem?
- Raising funds?
- advocacy?

Background Reading (please add other links as you come across them)

1. https://www.sfchronicle.com/politics/article/Pandemic-widens-digital-divide-Congress-may-15279287.php?utm_source=newsletter&utm_medium=email&utm_content=briefing&utm_campaign=sfc_baybriefing_am
2. https://www.npr.org/2020/04/24/843411430/even-in-crisis-times-there-is-a-push-to-wire-rural-america?utm_source=npr_newsletter&utm_medium=email&utm_content=20200429&utm_term=4548165&utm_campaign=news&utm_id=45427360&orgid=215
3. https://www.propublica.org/article/this-rural-school-district-has-been-asking-for-wi-fi-for-years-now-its-finally-getting-it?utm_source=pardot&utm_medium=email&utm_campaign=dailynewsletter&utm_content=river
4. <https://www.thesomervilletimes.com/archives/99256>
5. https://www.nytimes.com/2020/05/09/us/coronavirus-public-private-school.html?campaign_id=2&emc=edit_th_200510&instance_id=18361&nl=todaysheadlines®i_id=46594795&segment_id=27135&user_id=d6abbabd182d0ebf73634e3edeb24e5b

San Mateo County - JJDPC Digital Divide**Working draft**

6. https://www.theguardian.com/us-news/2020/may/15/jack-dorsey-twitter-oakland-schools-internet?utm_term=RWRpdG9yaWFsX0d1YXJkaWFuVG9kYXIVUy0yMDA1MTY%3D&utm_source=esp&utm_medium=Email&CMP=GTUS_email&utm_campaign=GuardianTodayUS
7. <https://tech.ed.gov/stories/busing-in-wifi/>
8. <https://blogs.edweek.org/edweek/DigitalEducation/2020/03/school-buses-wifi-hotspots-coronaviruses.html>
9. <https://www.npr.org/sections/coronavirus-live-updates/2020/04/06/828087551/schools-ditch-zoom-amid-concerns-over-online-learning-security>
10. <https://cs.stanford.edu/people/eroberts/cs181/projects/digital-divide/start.html>
11. <https://www.edutopia.org/digital-divide-technology-access-resources>
12. <https://www.the74million.org/article/closing-the-digital-divide-inside-clevelands-plan-to-treat-broad-band-like-a-public-utility-service-and-to-connect-every-student-with-nonprofit-internet-system/>