

Comprehensive Multi-Agency Juvenile Justice Plan



JANUARY 2016

SONOMA COUNTY JUVENILE JUSTICE COORDINATING COUNCIL

TABLE OF CONTENTS

Planning Process Participants.....	3
Executive Summary	4
Introduction	8
The Planning Process	8
A Vision for a Balanced and Effective Juvenile Justice Continuum.....	8
Key Issues	12
Priorities and Goals.....	18
Looking Forward	26

Companion Document: Appendices to the Comprehensive Multi-Agency Juvenile Justice Plan

Summary of Data Collected by JJCC Planning Workgroup: Handout summarizing information gathered through interviews with youth and staff of community based organizations

Locally Gathered Data on Key Community Issues: Highlights from *Portrait of Sonoma County Report*, *Upstream Indicators of Success Report*, and *Sonoma County Communities: Cumulative Risk and Educational Outcomes*

JJCC Survey Summary: Summary of existing services and strategies and important community issues

Including Youth and Family Voice in the Planning Process: Handout summarizing data collected from youth and families with related possible JJCC goals

Juvenile Crime Data PowerPoint: Police data showing trends over time

Maps Showing Concentrations of Juvenile Crime PowerPoint: Police data showing geographic trends in juvenile crime

Strategies Aligned with Other Sonoma County Plans: Summary of related strategies and goals from other plans in the County

Prioritization Survey Results: Results of a survey the council used to focus on higher priority issues

Final Priorities: Tier 1 and Tier 2 priorities

First Priorities and Goals: Tier 1 priorities with possible goals/action items

Juvenile Justice Goals Survey Results: Prioritization of goals/action items

Alignment of this plan with grant funded programing: Listing of programing currently funded by the Juvenile Justice Crime Prevention Act (JJCPA) grant, Youthful Offender Block Grant (YOBG) and Juvenile Accountability Block Grant (JABG), and related plan priorities

PLANNING PROCESS PARTICIPANTS: JUVENILE JUSTICE COORDINATING COUNCIL

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** Special Thanks to JJCC Planning Workgroup Members*

EXECUTIVE SUMMARY

In February of 2014, the Sonoma County Probation Department convened the Juvenile Justice Coordinating Council for the purpose of revising the County's Comprehensive Multi-Agency Juvenile Justice Plan. The plan fulfills the requirements of California statute, and serves two important purposes for Sonoma County juvenile justice system partners and the members of Sonoma County communities:

1. Describe the vision of juvenile justice system partners, youth, parents, and community members for improving the juvenile justice continuum in Sonoma County. The plan states what is important to the Sonoma County community, and creates a platform for improving the system and assuring that adequate resources are available to make the juvenile justice continuum balanced and effective.
2. Articulate actions for realizing that vision. The plan identifies clear steps to take in improving the continuum and who will be responsible for these actions.

In January of 2016, the planning process was completed. Through this process the four parts of the juvenile justice **continuum** were addressed across seven community issue **theme** areas, a set of 16 **priorities** were articulated to address the parts of the continuum, and **goals** were identified to address each of the priorities. This work included an assessment of what is in place currently and working well, along with ideas to make improvements. Through the process it was clear that the system partners have worked very hard to make a good juvenile justice system in Sonoma County, and that while strategies for improvement are the focus of this plan, overall the system is functioning well.

DEFINING THE JUVENILE JUSTICE CONTINUUM

- **Prevention:** Identify youth at risk, provide information and services to help youth and families develop positive skills and connections so they avoid delinquent behavior and stay out of the justice system.
- **Intervention:** Provide services and supervision to help youth and families develop positive skills and connections so they will be able to successfully exit the justice system.
- **Suppression:** Partner with schools and neighborhoods in a community policing approach, gather and respond to intelligence to keep crime from happening and catch people who commit crimes.
- **Incapacitation:** Where detention is necessary to protect public safety, in a safe and secure environment, provide behavior change programming and transition planning with a strong emphasis on reentry to assure youth do not return to the justice system after release, and assure that the appropriate developmental opportunities are in place during the entire period of confinement.

SONOMA COUNTY COMMUNITY ISSUE THEMES

- Safe and Supportive Communities
- System Approaches
- Quality Programming
- Behavioral Health
- Strong Families
- Employment Skills and Opportunities
- Connection to Education and Academic Achievement

ACTION PLAN FOR FISCAL YEAR 2015-2016

The following table shows priorities identified under each community issue theme area to address the four parts of the juvenile justice continuum, and goals connected to the priorities. While goals were identified for all of the priorities, not all can be undertaken at once. The goals prioritized for fiscal year (FY) 2015-2016 are shown here,

and each is followed by a list of partners and the lead agency responsible to implement the goal. This comprises Sonoma County’s action plan for FY 2015-2016. Work on some of the goals below was done before the plan was completely developed, but they are included because they arose from the planning process. The members of the Juvenile Justice Coordinating Council share responsibility for implementing the plan, and the council will review progress on goals quarterly. Priorities and goals will be revisited on an annual basis.

ACTION PLAN FOR FY 15-16*	Juvenile Justice Continuum			
	Prevention	Intervention	Suppression	Incapacitation
*Goal numbers correspond to the complete list of goals included in this report.				
SAFE AND SUPPORTIVE COMMUNITIES				
<p>1. Priority: Increase community outreach/engagement in communities where probationers live. Goal for FY 15-16:</p> <p>1.4 CREATE A LEARNING COMMUNITY: Learn and share effective engagement strategies. <i>Set up a learning community to increase effective engagement capacity in the County. Focus on ongoing information sharing about effective engagement strategies, sharing resources and expertise, including the voices of youth and families to shape strategies, and employing various assertive engagement methods. Make connection to programs easier. Upstream may be able to provide leadership. (Probation, Santa Rosa Violence Prevention Partnership (SRVPP), Human Services, Behavioral Health, Community Based Organizations (CBOs), Upstream, faith community, police; Leads: Volunteer Center, Drug Abuse Alternatives Center, Boys & Girls Club, and Probation)</i></p>	X	X	X	
<p>2. Priority: Ensure that pro-social opportunities are accessible and engaging.</p>	X	X		
<p>3. Priority: For youth who lack support, increase access to engaging and supportive mentors and provide transitional housing opportunities. Goals for FY 15-16:</p> <p>3.1. NEW SERVICE: Provide mentors for reentry. <i>Create a sustainable, evidence-based mentoring program for youth reentering the community from Juvenile Hall, Juvenile Probation Camp, out-of-home placements and the State Division of Juvenile Justice. Include family finding. (Probation, Child Welfare, CBOs; Lead: Probation)</i></p> <p>3.2. INCREASE COORDINATION AND SERVICES: Provide more housing options. <i>Explore existing transitional housing options and adding housing resources for the reentry population. Existing options to explore: Transitional Housing Program (THP) currently used for foster youth but possibly available to Probation youth, AB12 transitional housing used for Human Services Lead Agency cases. Include in the continuum: transitional housing, sober living environments, supportive housing, and respite care for youth reunifying with family. (Probation, Human Services, CBOs; Lead: Probation)</i></p>	X	X		X
<p>4. Priority: Address bullying in schools.</p>	X	X	X	
<p>5. Priority: Improve existing collaboration between partners to address gang activity and violence in the County. Goal for FY 15-16:</p> <p>5.1. INCREASE COORDINATION AND SERVICES: Reduce gang activity and violence using a comprehensive approach. <i>Explore fuller implementation of the Office of Juvenile Justice & Delinquency Prevention (OJJDP) Comprehensive Gang Model, and leverage all goals under Safe and Supportive Communities to prevent, intervene with and suppress gang activity and</i></p>	X	X	X	

ACTION PLAN FOR FY 15-16*	Juvenile Justice Continuum			
	Prevention	Intervention	Suppression	Incapacitation
<i>*Goal numbers correspond to the complete list of goals included in this report.</i>				
<i>violence. (Probation, SRVPP, Police, CBOs, faith community, Health, Human Services; Lead: Probation)</i>				
SYSTEM APPROACHES				
6. Priority: Improve collaboration between County departments, cities, schools, law-enforcement, and non-profits around strategic/program planning, funding applications, etc.	X	X	X	X
7. Priority: Address issues of equity in the juvenile justice system and in schools—related to ethnicity, gender and other characteristics.	X	X	X	X
QUALITY PROGRAMMING				
8. Priority: Evaluate programs to ensure progress toward goals is being made.	X	X	X	X
9. Priority: Increase fidelity and consistency of programs and strategies. Goal for FY 15-16: 9.1. <u>EVALUATE PROGRAMS AND PRACTICES: Evaluate Juvenile Probation processes and outcomes.</u> <i>Both priorities 8 and 9 are being addressed with the Evidence Based Practices To Increase Public Safety (EBP-TIPS) evaluation project, and project findings will direct future efforts in these areas. Also continue to support Upstream’s work in advancing evidence-based programs and practices through applications to the Upstream Portfolio of Model Programs. Continue evaluation efforts and outcome reporting moving forward. (Probation, Upstream; Lead: Probation)</i>	X	X	X	X
BEHAVIORAL HEALTH				
10. Priority: Increase access to behavioral health resources. Goals for FY 15-16: 10.2. <u>INCREASE COORDINATION AND SERVICES: Make sure diverted youth get behavioral health services when they need them.</u> <i>Increase prevention efforts and behavioral health resources for youth being diverted from the system by formalizing diversion guidelines in Probation and coordinating diversion services between Probation and community diversion efforts with their own programs, such as in Rohnert Park, Sebastopol, and Sonoma. Work with District Attorney to create criteria for diverting or other informal handling of drug offenses where appropriate, with the goal of connection to treatment services. (Probation and City diversion programs, District Attorney, Juvenile Court; Lead: Probation)</i> 10.3. <u>IMPROVE SERVICES: Implement Trauma-Focused Cognitive Behavioral Therapy.</u> <i>Increase access to family and individual counseling for system-involved youth, especially Spanish counseling, via a new Request for Proposals process for violence prevention and trauma counseling services that emphasizes increased capacity and evidence-based programming. (Probation, CBOs; Lead: Probation)</i>	X	X		X

ACTION PLAN FOR FY 15-16*	Juvenile Justice Continuum			
	Prevention	Intervention	Suppression	Incapacitation
*Goal numbers correspond to the complete list of goals included in this report.				
<p>11. Priority: Increase quality and consistency of behavioral health resources for youth in the system. Goals for FY 15-16:</p> <p>11.1. IMPROVE SERVICES: Improve behavioral health services at reentry. Increase transition planning efforts for youth exiting juvenile hall and possibly Probation Camp and foster placements, including procedures to ensure continuation of services and support after release. Use Wraparound case management services for reentry youth. Plan for coordination through Beacon Health Strategies. (Probation, Behavioral Health)</p> <p>11.4. IMPROVE SERVICES: Implement Trauma-Focused Cognitive Behavioral Therapy, as in 10.3 above. (Probation, CBOs; Lead: Probation)</p>		X		X
STRONG FAMILIES				
<p>12. Priority: Increase family engagement to promote better outcomes for youth. Goals for FY 15-16:</p> <p>12.6. INCREASE A PRACTICE: Expand Wraparound. Through Title IV-E, expand the use of wraparound services to youth in the system and their families. (Probation, Human Services; Lead: Probation)</p> <p>12.7. NEW SERVICE: Implement Teen Triple P. To provide parenting education to parents of youth on Probation provide CBO training on Teen Triple P and conduct an RFP to identify a Teen Triple P provider for parents of Probation youth. (Probation, First 5, CBOs; Lead: Probation)</p> <p>12.8. INCREASE COORDINATION AND SERVICES: Provide family strengthening services. Through the Keeping Kids In School Project and the new CalGrip project, provide families with needed education and counseling opportunities via early referral, case planning and wraparound case coordination. Include standardized referral process. (Probation, SRVPP and partners; Leads: Probation, SRVPP)</p>	X	X		X
EMPLOYMENT SKILLS AND OPPORTUNITIES				
<p>13. Priority: Increase paid employment and internship opportunities that meet the needs of youth.</p>	X	X		X
CONNECTION TO EDUCATION AND ACADEMIC ACHIEVEMENT				
<p>14. Priority: Provide additional support to youth trying to re-enter district schools.</p>	X	X		
<p>15. Priority: Prevent or intervene in school disconnection using an assertive engagement, wraparound approach. Goal for FY 15-16:</p> <p>15.2. INCREASE COORDINATION AND SERVICES: Provide case management for truant students and their families. The Keeping Kids in School Project will address school attendance in high-priority schools around the county. The School-Court Liaison also provides assistance for youth in Truancy Court. (Probation, KKIS Partners; Lead: Probation)</p>	X			
<p>16. Priority: Provide more support for youth to achieve academically and increase transition planning around education.</p>		X		X

INTRODUCTION

In February of 2014, the Sonoma County Probation Department convened the Juvenile Justice Coordinating Council (JJCC) for the purpose of revising the Comprehensive Multi-Agency Juvenile Justice Plan as outlined in Welfare and Institutions Code section 749.21-749.22. According to statute, the plan should address the continuum of juvenile justice including prevention, intervention, suppression and incapacitation and it should include an assessment of resources currently available to at-risk juveniles, juvenile offenders and their families, an identification and prioritization of neighborhoods, schools, and other areas in the community, a local action plan, information-sharing systems to ensure county actions are coordinated and to measure success, and a list of outcomes to be measured. The JJCC commissioned a Planning Workgroup to gather and organize information for the Council's consideration in creating the plan.

THE PLANNING PROCESS

Initial work defined the four parts of the juvenile justice continuum that the plan must address. The following definitions were adopted by the JJCC:

- **Prevention:** Identify youth at risk, provide information and services to help youth and families develop positive skills and connections so they avoid delinquent behavior and stay out of the justice system.
- **Intervention:** Provide services and supervision to help youth and families develop positive skills and connections so they will be able to successfully exit the justice system.
- **Suppression:** Partner with schools and neighborhoods in a community policing approach, gather and respond to intelligence to keep crime from happening and catch those who commit crimes.
- **Incapacitation:** Where detention is necessary to protect public safety, in a safe and secure environment, provide behavior change programming and transition planning with a strong emphasis on reentry to assure youth do not return to the justice system after release, and assure that the appropriate developmental opportunities are in place during the entire period of confinement.

Once definitions for the parts of the continuum were adopted, data collection began. Initial data was gathered from youth in community-based programs, from leaders of local community-based organizations and from locally published demographic reports. Later data collection included crime data from local law enforcement agencies, an examination of other local planning documents, and feedback from youth and families involved in the juvenile justice system or at risk of becoming so. These data collection efforts ran concurrently with the planning process and helped shape the plan.

A VISION FOR A BALANCED AND EFFECTIVE JUVENILE JUSTICE CONTINUUM

Early planning work involved identifying community issue theme areas around which to organize prevention, intervention, suppression and incapacitation efforts. The following themes emerged:

- *Connection to Education and Academic Achievement*
- *Employment Skills and Opportunities*
- *Safe and Supportive Communities*
- *Behavioral Health*
- *Strong Families*
- *Evaluation*

To guide the JJCC in developing priorities and goals, the community issue theme areas were applied to each part of the continuum. While complex, this helped keep the plan targeted on specific priorities and actions related to

the Juvenile Justice System. The result is a vision for a balanced and effective juvenile justice continuum in Sonoma County.

CONNECTION TO EDUCATION AND ACADEMIC ACHIEVEMENT

- **Prevention:** School staff and partners know who is at risk of entering the justice system. They make sure that these youth and their families aren't missing out on opportunities to be positively engaged in school and that they have access to academic opportunities and support that will keep youth achieving in school.
- **Intervention:** Youth in the justice system and their families are receiving help to stay engaged or re-engage with school so they can successfully exit the justice system. They are receiving the help they need to stay on track, or get back on track, and achieve their academic aspirations.
- **Suppression:** Enforcement efforts make schools safe and keep youth from making mistakes that disrupt learning or result in exclusion from school, and don't unnecessarily push youth into the justice system.
- **Incapacitation:** The education entitlement is fully upheld in institutions and youth are able to meet or make progress towards academic aspirations. There is well-planned continuation of appropriate education upon release.

EMPLOYMENT SKILLS AND OPPORTUNITIES

- **Prevention:** School staff and partners know who is at risk of entering the justice system and make sure that these youth and their families are engaged in meaningful job skill development and employment opportunities.
- **Intervention:** Youth in the justice system and their families are engaged in meaningful job skill development and employment opportunities.
- **Incapacitation:** In-custody and aftercare programming focuses on skills and connections for youth and families so that youth are positioned for successful workplace participation and continued career development.

SAFE AND SUPPORTIVE COMMUNITIES

- **Prevention:** Youth at risk of entering the justice system because of gang involvement or violence are identified and youth and families are developing skills and connections to help them resist gang activity and solve problems without violence.
- **Intervention:** Youth in the justice system and their families are developing skills and connections to resist gang activity and solve problems without violence so they can successfully exit the justice system.
- **Suppression:** Reliable intelligence focuses enforcement efforts to effectively prevent gang activity, gang-related crime, and violence, when there is a threat. Enforcement is balanced so that intervention efforts are not missed, and so that youth are not unnecessarily pushed into the justice system.
- **Incapacitation:** In-custody and aftercare programming focuses on skills and connections for youth and families so that youth are positioned to resist gang activity and violence as they reenter the community.

BEHAVIORAL HEALTH

- **Prevention:** Youth at risk of entering the justice system are assessed for mental health and substance abuse when needed, and are engaging in appropriate, individualized, effective mental health and

substance use disorder services. Their families are engaged and supportive of the services, and this is happening without the intervention of the court.

- **Intervention:** Youth in the justice system are assessed for mental health and substance abuse when needed, and are engaging in appropriate, individualized, effective mental health and substance use disorder services. Their families are engaged and supportive of the services, and the services prepare youth to successfully exit the justice system.
- **Suppression:** Mental health crisis response effectively assures the safety of those in crisis and the community, and assures connection to mental health triage. Drug and alcohol enforcement reduces substance availability, and appropriately and safely deals with people illegally using substances. Officers are aware of available resources in their community and work closely with partners to connect youth to services.
- **Incapacitation:** Youth in institutions are assessed for mental health and substance abuse when needed, and are engaging in appropriate, individualized, effective mental health and substance use disorder services. Their families are engaged and supportive of the services, and careful transition planning is done to assure continuity of care upon reentry.

STRONG FAMILIES

- **Prevention:** Families of youth at risk of entering the justice system know how to access needed services and are comfortable in doing so. They develop skills, connections and capacity for effective parenting, economic stability and reduced family distress.
- **Intervention:** Families of youth in the justice system know how to access needed services and are comfortable in doing so. They develop skills, connections and capacity for effective parenting and reduced family distress to support youth and family, including placement youth, in successfully exiting the justice system.
- **Suppression:** Enforcement efforts initiate the interruption of new and intergenerational domestic violence, sexual offending and gang involvement. Officers are aware of available resources in their community and work closely with partners to connect youth to services.
- **Incapacitation:** Families of youth in institutions know how to access needed services and are comfortable in doing so. They develop skills, connections and capacity for effective parenting and reduced family distress to support successful reunification upon release.

EVALUATION

- **Prevention:** We know the extent to which we are diverting the right youth from the justice system, based on risk to reoffend and seriousness of criminal behavior, and we know how effective prevention activities are in keeping youth from entering the justice system, and the extent to which these diversion practices are equitable.
- **Intervention:** We know the extent to which our assessment and interventions with youth and families are done with fidelity to design; we know which interventions are effective; we understand how engagement issues may affect the success of our interventions; and we know the extent to which our interventions prevent or address inequities.
- **Suppression:** We know the extent to which sanctions comply with a graduated response system; we are aware of disparities in how different groups experience enforcement; and we understand the complex set of causes contributing to the disparity.
- **Incapacitation:** We understand the reasons for commitment to detention and Probation Camp, whether other alternatives could have been used, and the extent to which commitment practices are equitable.

Building on the vision for the juvenile justice continuum and initial data collection efforts, an initial survey of JJCC members was conducted to establish the inventory of resources currently available in our community. Members were asked to list existing services and strategies for working with system-involved or at-risk youth in Sonoma County, in the six community issue theme areas. They were also asked to respond to three questions in relation to each theme area: (1) *What is working well?* (2) *What is not working?* (3) *What is missing?*

The JJCC Planning Workgroup and the Council compiled and analyzed results from the first survey over the next several months to identify important issues and possible solutions, informed by concurrent data collection efforts and the expertise of the Planning Workgroup and council members. Through the process it was clear that the system partners have worked very hard over the years to make a good juvenile justice system in Sonoma County, and that while strategies for improvement are the focus of this plan, overall the system is functioning well. In the process of reviewing this data, members revised the community issue theme areas to include the following, and identified possible priorities for each:

- Safe and Supportive Communities
- System Approaches (new)
- Quality Programming (formerly Evaluation)
- Behavioral Health
- Strong Families
- Employment Skills and Opportunities
- Connection to Education and Academic Achievement



The revised issues/priority statements were then ranked via a second survey. Council members were asked to rank each statement within each of the theme areas and space was provided to clarify aspects of the issue/priority that were not captured. Survey results were presented to the council as a set of Tier 1 and Tier 2 priorities, with Tier 1 meaning immediate action, and Tier 2 meaning action later. The council further discussed and refined the statements and decided on the overall priority assigned to each statement. Tier 1 priorities are listed in the foregoing executive summary. Tier 1 and Tier 2 priorities are both included below in the Priorities and Goals section.

The JJCC Planning Workgroup reviewed the priorities statements and added possible actions or goals where they were not already included. The council reviewed and approved these priorities and goals and then a final survey was conducted to establish which goals should be addressed during FY 2015-2016. The goals selected for action in FY 15-16 are shown in the foregoing executive summary (page 5), and in the Priorities and Goals section (page 19) along with additional goals for future years.

KEY ISSUES THAT EMERGED IN THE PLANNING PROCESS

YOUTH AND FAMILY VOICE IN THE PLANNING PROCESS

JJCC members wanted to ensure that the voices of key stakeholders were included in the planning process. Data were collected from youth who are either involved in the juvenile justice system or at risk of becoming so and from the families of those youth. Data were collected using group discussion or individual interview format about resources and support, community safety and supports, and about issues of fairness or equity. Agencies who participated in the data collection include Boys and Girls Clubs of Central Sonoma County, Sunny Hills Services, VOICES, Volunteer Center of Sonoma County and the Santa Rosa Violence Prevention Partnership. Eighty-two youth and fifty-five parents provided input that significantly shaped priorities and goals in the Plan.

YOUTH INPUT	
Resources and Support	<ul style="list-style-type: none"> • Many youth said they felt safe seeking support. Reasons stated for NOT being comfortable included feeling vulnerable, fear of judgment, concerns about confidentiality, fear of discipline, fear of being seen as a snitch, or feeling that they should just “suck it up.” • Most youth did not describe seeking supportive services or stated that they didn’t know where to find this type of help. • Some indicated that transportation or other access issues existed related to service utilization. • Youth who had some connection to the juvenile justice system didn’t remember having gotten extra help for their family. Some found difficulty accessing educational services.
Safe and Supporting Communities	<ul style="list-style-type: none"> • Several youth said they didn’t feel safe in their neighborhoods or they feel safe but they know “stuff” happens. They see the cops often, making them think something bad is happening. They see strangers every night, some looking in houses. They can see and smell drug use every day, and they don’t walk alone at night. These youth made references to known gang members or drug dealers in their neighborhoods; several said they wish their community’s parks were safe. • Youth were interested in sports and recreation opportunities in their neighborhood. They would like to see a better playground, and to be able to ride bikes in their apartment complex.
Fairness/Equity	<ul style="list-style-type: none"> • Youth felt that service providers cared about what they had to say. • In terms of feeling included in making decisions that affected them, youth were divided. Some felt they were included and some did not. • Most youth felt their experience in the juvenile justice system seemed fair. Some felt that though they had done wrong, the punishment they received was not fair.

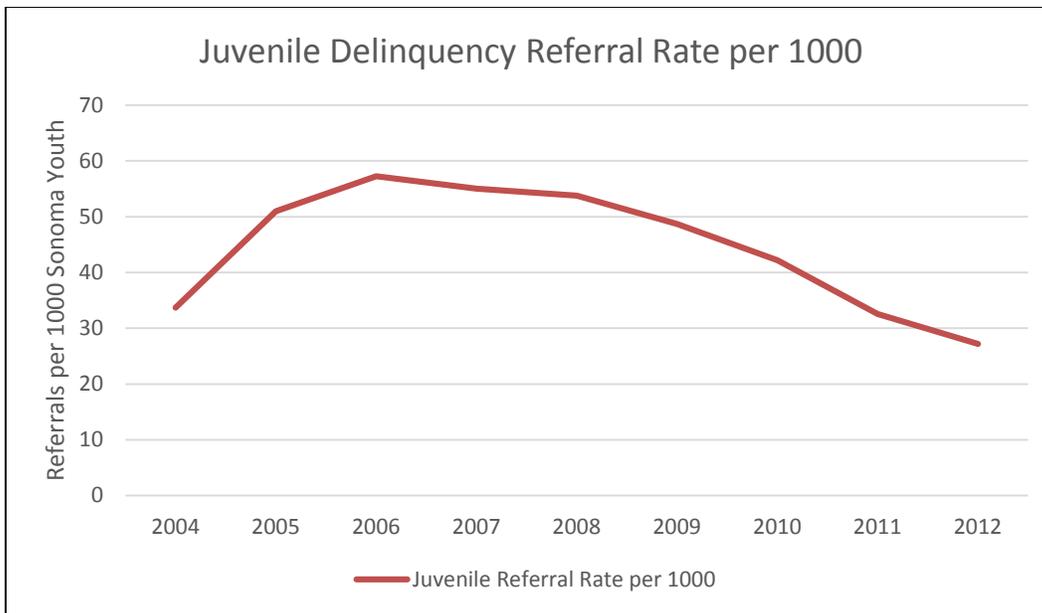
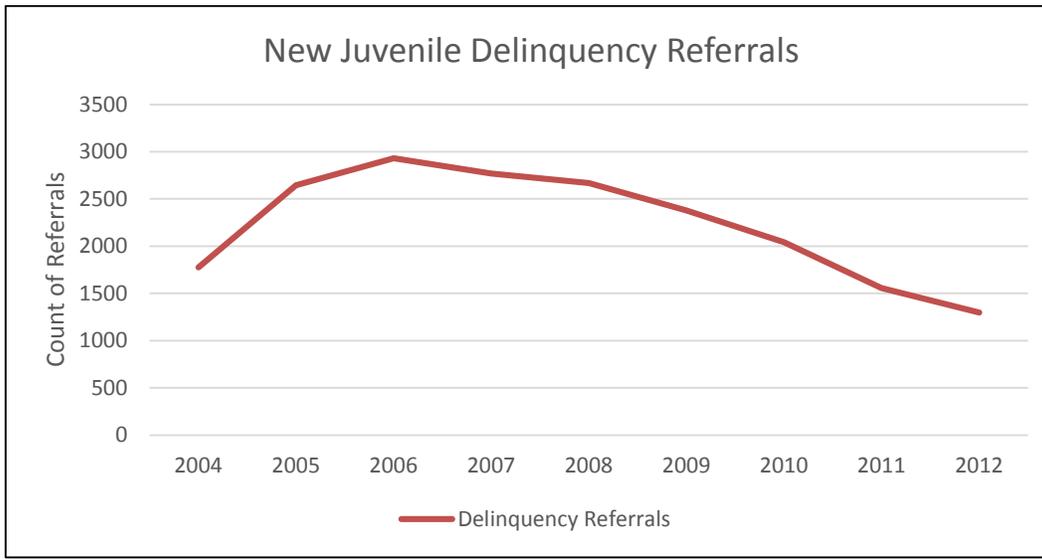
<h2>PARENT INPUT</h2>	
Resources and Support	<ul style="list-style-type: none"> In terms of comfort with seeking support, parents were divided. Sources of support mentioned were churches, schools, the [Boys and Girls] Club, friends and family. Parents in one group said they didn't always feel supported by the school. Parents in another group said the school's secretary is a great resource for anything, including finding legal help, housing help or help with food. Barriers to accessing services included long wait lists, low income requirements, discomfort disclosing personal information to providers, language barriers, lack of cultural sensitivity, lack of awareness of services and service locations, and scheduling difficulties. Some parents ranked parenting classes and programs most highly in terms of services that would best support parents in their neighborhood. In order to encourage success, parents want services that motivate youth to learn and that occupy their time by sparking their interests. Suggestions included art, music and science. In terms of other desired resources, parents said they would like something similar to the Boys and Girls Club for summer. Other families desired support for food, anger management, mentoring, employment services, immigration counseling and tax information. Some just would like someone to talk to and ask questions.
Safe and Supporting Communities	<ul style="list-style-type: none"> Some of the parents said they don't always feel safe in their neighborhood. They hear yelling and screaming coming from neighbors' houses and they are afraid of gang members. Parents associated gangs in their neighborhood with vandalism and graffiti, robberies and burglaries, fear for lack of safety, drug and alcohol use and negative presence in public places. When asked to rate reasons why they think people join gangs, parents from the SRVPP group rated family problems and peer pressure most highly, followed by drugs and lack of youth activities. Parents would like to know how to help their kids not get mixed up with the wrong group, especially known gang members.
Fairness/ Equity	<ul style="list-style-type: none"> Parents would like to speak with law enforcement in group settings where they can ask questions about their own rights as parents, what they're allowed to do to prevent their kids from joining gangs, and what rights they have in general. Many aren't completely bilingual and are afraid. Most parents said they had been treated fairly by the system though one parent said, "I wish they would hear me out more. I know my child and sometimes I feel what I say doesn't matter." Another said, "I sometimes do not understand clearly and feel out of the loop."



JUVENILE CRIME TRENDS

As mentioned earlier, the Planning Workgroup and Council also reviewed juvenile crime data collected from local law enforcement agencies as part of the planning process. What follows are highlights from the data collected. A fuller examination of arrest data is provided in an appendix to this report.

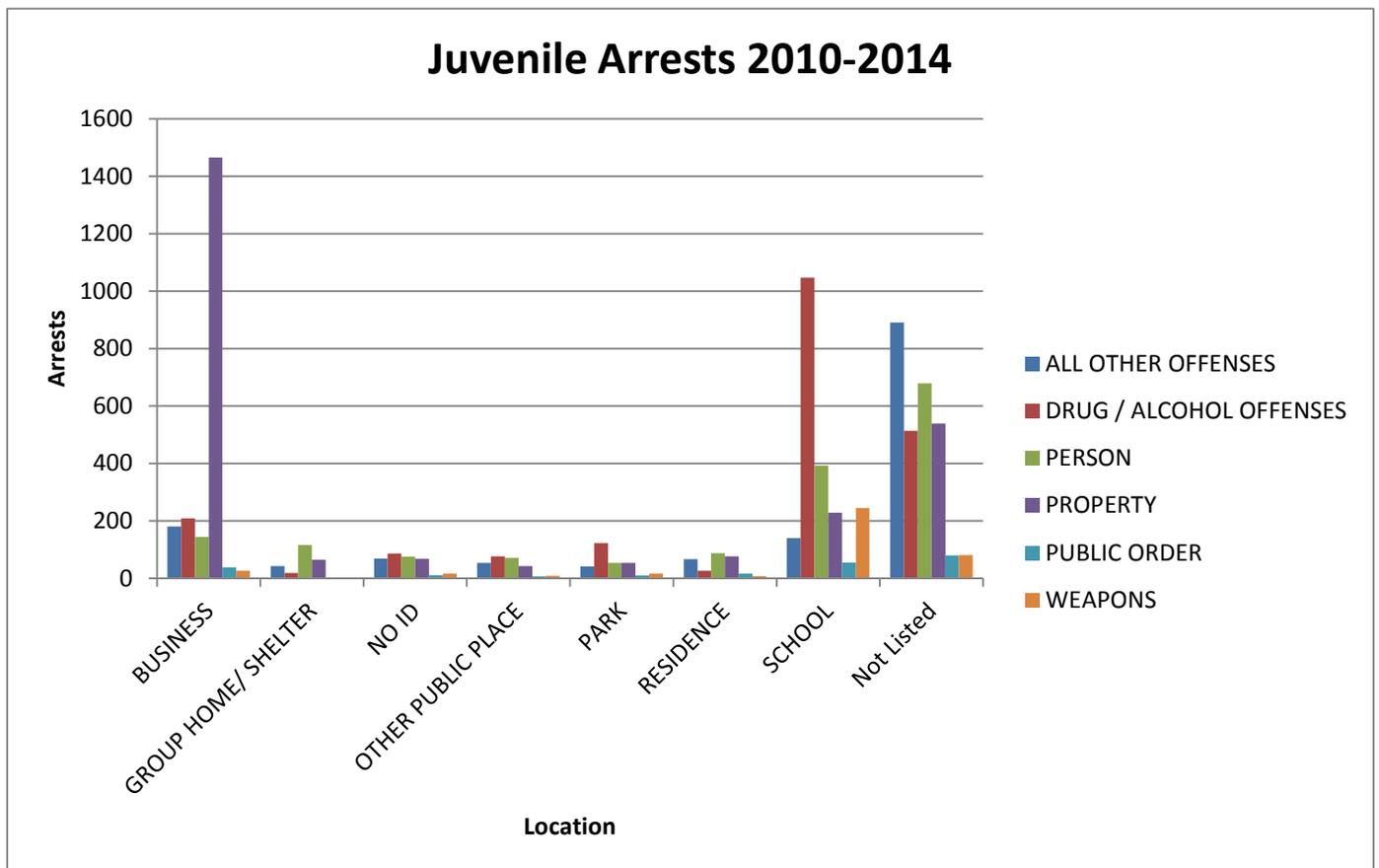
Juvenile arrests in the county continue on a downward trend. This is illustrated by the number of juvenile delinquency cases referred to Probation and in the rate of juvenile delinquency cases referred per 1000 youth in the county.



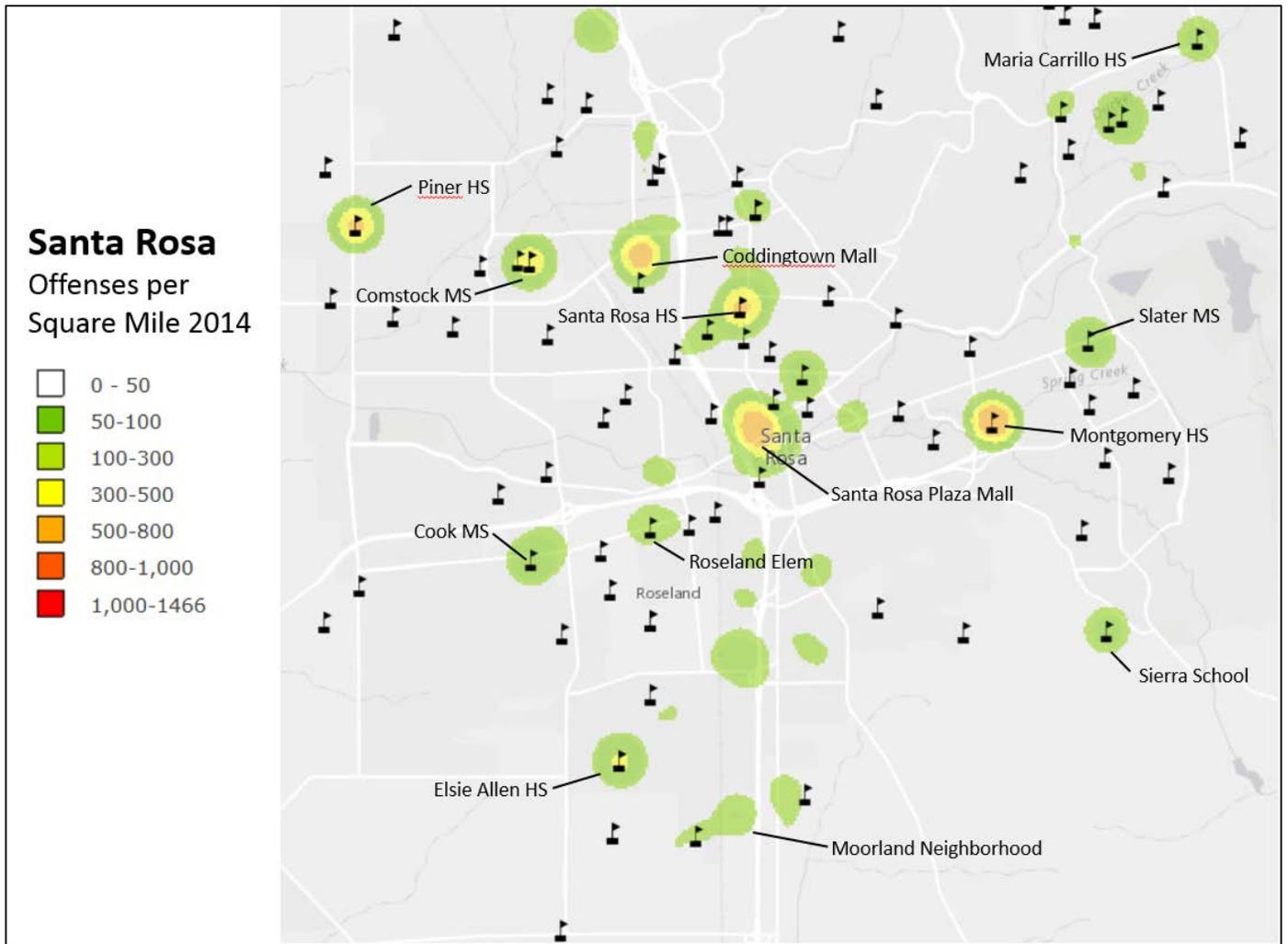
The trend reflects a combination of possible contributing factors, including a reduction in unlawful behavior by juveniles, changes in reporting of that behavior, changes in policing practices due to shrinking budgets and shifting priorities, and changes in the availability of diversion programs. Important policy changes have also occurred that may have contributed to the downward trend, including a shift within the Sonoma County juvenile

justice system to evidence-based programs and practices – e.g. those shown by research to be effective when implemented as designed, efforts to improve the availability and quality of behavioral health services for youth referred to Probation, and Juvenile Realignment, which shifted responsibility for serious juvenile offenders from the State to counties.

An examination of arrest data shows that schools and businesses continue to be places with high concentrations of juvenile arrests. As illustrated by the chart above showing juvenile arrests from 2010-2014, the large majority of school arrests are for drug/alcohol offenses. Property offenses at businesses also stood out as prominent, including theft and vandalism. “Not listed” means the location of the offense was not recorded by the responding officer.

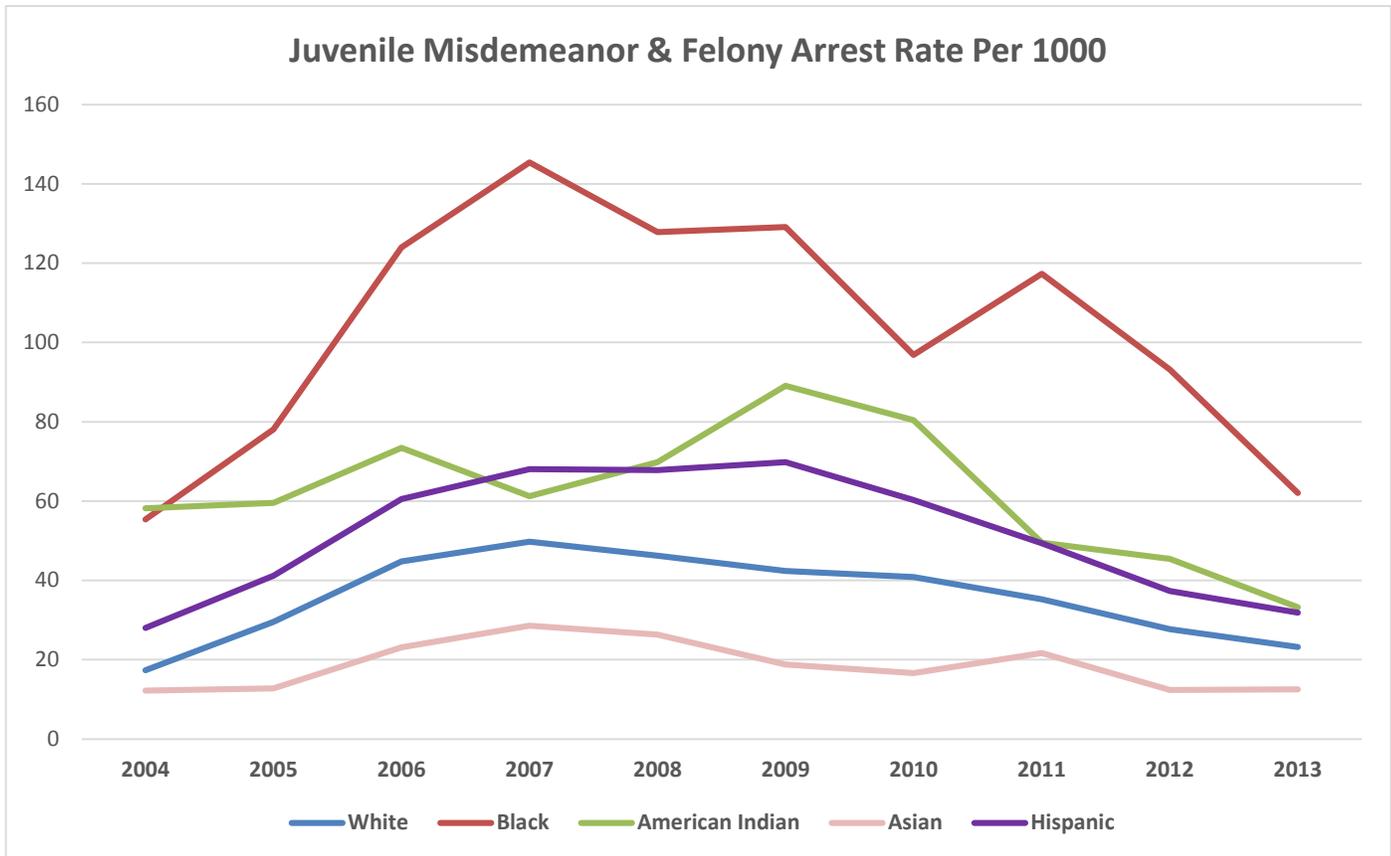


Mapping of juvenile offenses logged by police around the county reflects the reduction in delinquency referrals when comparing past to present, but also clearly shows the concentration of offenses at a few schools and around businesses. This led to the creation of priorities and goals to address juvenile crime at these locations. The map below shows juvenile offenses per square mile in Santa Rosa, with school locations flagged. The appendix includes maps for towns across Sonoma County, comparing concentrations of offenses between the years 2010 and 2014.



Juvenile delinquency referral rates fell fairly consistently for all groups in Sonoma County between 2009 and 2013, but there is disparity between the racial/ethnic groups, most starkly when comparing African American youth with other youth in the county, as shown in the chart below. Latino and American Indian youth are referred at a rate that is between 50 and 100 percent higher than white youth. African American youth are referred to Probation at a rate that is between 250 and 300 percent higher than white youth. Future analysis can examine disparities at additional decision points in the Juvenile Justice System, including detention, petition/complaint filing, adjudication, disposition, out-of-home placements, commitments to local juvenile institutions, and commitments to the California Division of Juvenile Justice. Analysis of disparities within the system must be accompanied by a meaningful, respectful conversation with juvenile justice system partners, focused on working together to address this difficult and complicated issue.

A fuller examination of arrest data is provided in an appendix to this report, and includes various views and combinations of race/ethnicity, sex, crime location, crime type, crime severity, time of day of arrest, year of arrest and arrest rates.



Other Key Themes That Emerged in the Planning Process

COORDINATION ACROSS PLANNING EFFORTS

Partners agreed that collaboration is crucial. Multiple planning efforts exist in Sonoma County, and the JJCC was careful from the outset to make sure that the Comprehensive Multi-Agency Juvenile Justice Plan aligns with other efforts by filling in gaps that are not already addressed, avoiding duplicative or conflicting efforts, and acknowledging and building on the careful planning already done by others. Other planning efforts that were considered during the JJCC's process include:

- Santa Rosa Violence Prevention Partnership—Strategic Plan 2012-2016
- Community Action Partnership of Sonoma County 2013-2015 Strategic Plan
- Sonoma County Office of Education Local Control Action Plan
- Sonoma County Office of Education Foster Youth Services Goals
- First 5 Sonoma County Strategic Plan 2011-2020
- Cradle to Career Sonoma County
- Sonoma Health Action
- California Wellbeing Project (Title IV-E Waiver Plan)
- Sonoma County System Improvement Plan: 2014 – 2019 (foster care system)
- Sonoma County Juvenile Justice System Study 2009
- Sonoma County Department of Health Services MSHA Integrated Plan 2014-2017

The alignment between these plans and the Comprehensive Multi-Agency Juvenile Justice Plan is detailed in an appendix to this report.

MENTAL HEALTH NEEDS OF YOUTH IN THE SYSTEM OR AT RISK OF BECOMING INVOLVED

Planning Workgroup members expressed concerns about youth “slipping through the cracks” in a few different ways. There was a feeling that prevention services may be limited, or that there is a lack of awareness of available prevention services. “While there is a comprehensive approach to prevention, providers, particularly schools, are not aware of services that exist, even those in their own schools.” Participants recounted instances of youth being pushed into the court system to assure they have access to services and participate in them. There was strong interest in exploring more effective engagement strategies as an alternative to court involvement.

Other concerns revolved around a lack of ongoing mental health services beyond crisis management in Juvenile Hall, and continuity of care for youth transitioning out of institutions into the community. This is to assure that, where there is behavioral health follow-up to be done, there are structures in place to support the youth and family and ensure the follow-up takes place.

THE IMPORTANCE OF ADDRESSING ISSUES IN THE FAMILY AND COMMUNITY

Planning Workgroup members felt strongly that returning gang entrenched kids, who successfully complete probation, back to communities where gangs flourish will not work. Re-entry programs should be part of something bigger going on in those communities, making them safer places. Members highlighted the importance of partnerships with Promotores, churches, etc. in those communities. While it is not the work of the council to invent the solution for those communities, JJCC partners should provide support for positive things that are currently occurring.

Related to parent engagement, council members felt that families may be alienated from the court and probation process. Parents may not understand what is happening well enough to navigate the system and may not be involved enough in planning the services and interventions that their family is to receive while on probation. Similarly, there is a need to involve them more in release plans when youth are exiting juvenile institutions.

PRIORITIES AND GOALS

Tier 1 Priorities

The following table shows priorities identified under each community issue theme area to address the four parts of the juvenile justice continuum, and goals connected to the priorities. All Tier 1 priorities and associated goals are shown, and each is followed by a listing of partners responsible to implement the goal. Goals prioritized for FY 15-16, along with the lead organization for the goal, are shown in bold.

COMMUNITY ISSUES, TIER 1 PRIORITIES AND GOALS <i>(All goals are underlined; FY 15-16 goals are in bold.)</i>		Juvenile Justice Continuum			
		Prevention	Intervention	Suppression	Incapacitation
SAFE AND SUPPORTIVE COMMUNITIES					
1. Priority: Increase community outreach/engagement in communities where probationers live.					
1.1	<u>INCREASE COORDINATION AND SERVICES: Reduce drugs at school.</u> Develop a collaborative approach to intervene effectively with students with drugs at school. Focus on schools with high incidences of drug offenses, working directly with principals & vice principals. Also addresses Priority 10: Increase access to behavioral health resources. (schools, Community Based Organizations (CBOs), Behavioral Health, Probation, faith community, police, Santa Rosa Violence Prevention Partnership (SRVPP)).				
1.2	<u>INCREASE A PRACTICE: Increase Probation Officer community engagement.</u> Increase Probation Officer interaction in their assigned geographical areas, with community members at community meetings, CBOs and schools, representing Probation and listening, relaying information back to Probation about community perspectives and concerns. (Probation)				
1.3	<u>INCREASE A PRACTICE: Increase community policing approach Countywide.</u> Work with police to increase efforts to engage with community and solve problems collaboratively. The practice is in place in most agencies, but expansion would be beneficial. Engagement events should be collaborative efforts that include multiple partners, possibly led by community groups or CBOs. (law enforcement partners, CBOs, faith and other community groups, county agencies)	X	X	X	
1.4	<u>CREATE A LEARNING COMMUNITY: Learn and share effective engagement strategies.</u> Set up a learning community to increase effective engagement capacity in the County. Focus on ongoing information sharing about effective engagement strategies, sharing resources and expertise, including the voices of youth and families to shape strategies, and employing various assertive engagement methods. Make connection to programs easier. Upstream may be able to provide leadership. (Probation, SRVPP, Human Services, Behavioral Health, CBOs, Upstream, faith community, police; Leads: Volunteer Center, Drug Abuse Alternatives Center, Boys & Girls Club, Probation)				
2. Priority: Ensure that pro-social opportunities are accessible and engaging.					
2.1	<u>SET UP A PROCESS: Create a universal referral process.</u> To streamline the referral and engagement, develop a standardized referral process with a clear flow chart for youth services with multiple user groups. Assure connection with a real person whenever a referral is made, assure that life skills (e.g. making good choices, etc.) are included in prevention programs, and assure connection to educational enrichment opportunities. Links to engagement goal 1.4 above. (SRVPP, Probation, schools, CBOs, police, faith community, health care providers)	X	X		

COMMUNITY ISSUES, TIER 1 PRIORITIES AND GOALS (All goals are underlined; FY 15-16 goals are in bold.)	Juvenile Justice Continuum			
	Prevention	Intervention	Suppression	Incapacitation
<p>3. Priority: For youth who lack support, increase access to engaging and supportive mentors and provide transitional housing opportunities.</p> <p>3.1 <u>NEW SERVICE: Provide mentors for reentry.</u> Create a sustainable, evidence-based mentoring program for youth reentering the community from Juvenile Hall, Juvenile Probation Camp, out-of-home placements and State Division of Juvenile Justice. Include family finding. (Probation, Child Welfare, CBOs; Lead: Probation)</p> <p>3.2 <u>INCREASE COORDINATION AND SERVICES: Provide more housing options.</u> Explore existing transitional housing options and adding housing resources for the reentry population. Existing options to explore: Transitional Housing Program (THP) currently used for foster youth but possibly available to Probation youth, AB12 transitional housing used for Human Services Lead Agency cases. Include in the continuum: transitional housing, sober living environments, supportive housing, and respite care for youth reunifying with family. (Probation, Human Services, CBOs; Lead: Probation)</p>				
<p>4. Priority: Address bullying in schools.</p> <p>4.1 <u>INCREASE COORDINATION AND SERVICES: Assist schools to reduce bullying.</u> Leverage the Keeping Kids in School (KKIS) Project to assist with situations in which students are missing school due to conflicts at school. The council hopes KKIS may be expanded to reach more schools. (Probation, KKIS partners)</p>	X	X	X	
<p>5. Priority: Improve existing collaboration between partners to address gang activity and violence in the County.</p> <p>5.1 <u>INCREASE COORDINATION AND SERVICES: Reduce gang activity and violence using a comprehensive approach.</u> Explore fuller implementation of the Office of Juvenile Justice & Delinquency Prevention (OJJDP) Comprehensive Gang Model, and leverage all goals under Safe and Supportive Communities to prevent, intervene with and suppress gang activity and violence. (Probation, SRVPP, police, CBOs, faith community, Health, Human Services; Lead: Probation)</p>	X	X	X	
SYSTEM APPROACHES				
<p>6. Priority: Improve collaboration between County departments, cities, schools, law-enforcement and non-profits around strategic/program planning, funding applications, etc.</p> <p>6.1 <u>DEVELOP A PROTOCOL: Improve coordination of planning efforts.</u> Develop and commit to a meaningful protocol for information sharing across systems related to program development and planning activities. Assures reduction in duplication, conflicts, and gaps in the continuum of services. (county and city representatives, school districts, CBOs, SRVPP, Probation, Upstream)</p>	X	X	X	X

COMMUNITY ISSUES, TIER 1 PRIORITIES AND GOALS <i>(All goals are underlined; FY 15-16 goals are in bold.)</i>	Juvenile Justice Continuum			
	Prevention	Intervention	Suppression	Incapacitation
<p>7. Priority: Address issues of equity in the juvenile justice system and in schools—related to ethnicity, gender and other characteristics.</p> <p>7.1 <u>CREATE A COLLABORATION</u>: Commit to <u>working together on equity issues</u>. Establish an ongoing conversation among system partners to examine systemic issues of fairness and equity, with a commitment by each partner to make improvements in the areas over which they have control. Create a first report to help partners understand the need for this conversation. (Juvenile System Partners)</p> <p>7.2 <u>MONITOR PROGRESS</u>: Produce <u>juvenile justice system equity reports</u>. Regularly produce a decision point analysis on the Sonoma County Juvenile Justice system that examines the experience of various demographic groups in different parts of the system. Use the report to inform the equity conversation. (Report: Probation, Conversation: Juvenile System Partners)</p> <p>7.3 <u>MONITOR PROGRESS</u>: Produce <u>school suspension/expulsion equity reports</u>. Regularly produce exclusionary discipline reports for schools or districts that break down suspensions and expulsions by demographic groups—to inform the work of the Partners in Keeping Kids in School group. (possibly coordinated via Cradle 2 Career or other group committed to student engagement)</p>	X	X	X	X
QUALITY PROGRAMMING				
<p>8. Priority: Evaluate programs to ensure progress toward goals is being made.</p>				
<p>9. Priority: Increase fidelity and consistency of programs and strategies.</p> <p>9.1 <u>EVALUATE PROGRAMS AND PRACTICES: Evaluate Juvenile Probation processes and outcomes.</u> Both priorities 8 and 9 are being addressed with the Evidence Based Practices To Improve Public Safety (EBP-TIPS) evaluation project, and project findings will direct future efforts in these areas. Also continue to support Upstream’s work in advancing evidence-based programs and practices through applications to the Upstream Portfolio of Model Programs. Continue evaluation efforts and outcome reporting moving forward. (Probation, Upstream; Lead: Probation)</p>	X	X	X	X
BEHAVIORAL HEALTH				
<p>10. Priority: Increase access to behavioral health resources.</p> <p>10.1 <u>PROVIDE TRAINING</u>: Train on new <u>opportunities created by the Affordable Care Act</u>. Set up training to prepare system partners and CBOs to educate clients about new benefits available under the Affordable Care Act (ACA). Include self-advocacy and ensure there is help with system navigation. (Health Department –Behavioral Health, Health Clinics)</p> <p>10.2 <u>INCREASE COORDINATION AND SERVICES: Make sure diverted youth get behavioral health services when they need them.</u> Increase prevention efforts and behavioral health resources for youth being diverted from the system by formalizing diversion guidelines in Probation and coordinating diversion services between Probation and community diversion efforts with their own programs, such as in Rohnert Park, Sebastopol, and Sonoma. Work with District Attorney to create criteria for diverting or other informal handling of drug</p>	X	X	X	

COMMUNITY ISSUES, TIER 1 PRIORITIES AND GOALS <i>(All goals are underlined; FY 15-16 goals are in bold.)</i>	Juvenile Justice Continuum			
	Prevention	Intervention	Suppression	Incapacitation
<p>offenses where appropriate, with the goal of connection to treatment services. (Probation and City diversion programs, District Attorney, Juvenile Court; Lead: Probation)</p> <p>10.3 <u>IMPROVE SERVICES: Implement Trauma-Focused Cognitive Behavioral Therapy.</u> Increase access to family and individual counseling for system-involved youth, especially Spanish counseling, via a new Request for Proposals process for violence prevention and trauma counseling services that emphasizes increased capacity and evidence-based programming. (Probation, CBOs; Lead: Probation)</p>	X	X	X	
<p>11. Priority: Increase quality and consistency of behavioral health resources for youth in the system.</p> <p>11.1 <u>IMPROVE SERVICES: Improve behavioral health services at reentry.</u> Increase transition planning efforts for youth exiting juvenile hall and possibly Probation Camp and foster placements, including procedures to ensure continuation of services and support after release. Use Wraparound case management services for reentry youth. Plan for coordination through Beacon Health Strategies. (Probation, Behavioral Health)</p> <p>11.2 <u>SET UP A PROCESS: Do clinical assessments prior to referring for treatment.</u> Examine the behavioral health assessment process and explore improvement options for Probation Supervision and Institutions. Ideally, clinical assessments should inform case planning and placement in behavioral health services, as opposed to occurring only after enrollment in behavioral health services. (Probation, Behavioral Health)</p> <p>11.3 <u>IMPROVE SERVICES: Use a co-occurring disorder framework.</u> Increase integration of mental health and substance abuse treatment in a co-occurring disorder framework. Improve cultural competence in treatment services. Explore coordination with Child Welfare to leverage work done related to the Katie A. settlement. (Behavioral Health, Human Services, Probation)</p> <p>11.4 <u>IMPROVE SERVICES: Implement Trauma-Focused Cognitive Behavioral Therapy, as in 10.3 above.</u> (Probation, CBOs; Lead: Probation)</p>		X		X
STRONG FAMILIES				
<p>12. Priority: Increase family engagement to promote better outcomes for youth.</p> <p>12.1 <u>NEW PRACTICE: Implement Team Decision Meetings in Probation.</u> To increase family voice in planning, implement Team Decision Meetings at start and close of Probation Supervision. (Probation, Human Services)</p> <p>12.2 <u>IMPROVE SERVICES: Integrate trauma-informed care into Probation practice.</u> Address intergenerational issues of trauma, substance abuse and crime. To address trauma, train officers and community-based partners in trauma-informed care. Commit to ongoing efforts to improve practice in trauma-informed care. (Probation)</p>	X	X		X

COMMUNITY ISSUES, TIER 1 PRIORITIES AND GOALS <i>(All goals are underlined; FY 15-16 goals are in bold.)</i>	Juvenile Justice Continuum			
	Prevention	Intervention	Suppression	Incapacitation
<p>12.3 NEW PRACTICE: Set up family peer support. Move toward increased family engagement based on EBP-TIPS evaluation results and literature on effective family engagement strategies. Address barriers to family participation in services, including language barriers. Provide assistance for the implementation of a family peer support model. (Probation, Human Services, CBOs)</p> <p>12.4 DEVELOP RESOURCES: Increase the availability of flex funds to remove barriers. Based on EBP-TIPS evaluation results and literature on effective family engagement strategies, identify resources and set up a process to help remove material barriers to family participation in services – e.g. assistance with transportation, etc. Links to engagement goal 1.4. (Probation, Human Services, Behavioral Health, CBOs)</p> <p>12.5 INCREASE A PRACTICE: Order parents to participate in services when appropriate. To increase parent participation in services, develop a protocol outlining engagement strategies to try first, and when it is appropriate to seek a court order for parent participation. (Court Partners – District Attorney, Public Defender, Probation)</p> <p>12.6 INCREASE A PRACTICE: Expand Wraparound. Through Title IV-E, expand the use of wraparound services to youth in the system and their families. (Probation, Human Services; Lead: Probation)</p> <p>12.7 NEW SERVICE: Implement Teen Triple P. To provide parenting education to parents of youth on Probation provide CBO training on Teen Triple P and conduct a Request for Proposals to identify a Teen Triple P provider for parents of Probation youth. (Probation, First 5, CBOs; Lead: Probation)</p> <p>12.8 INCREASE COORDINATION AND SERVICES: Provide family strengthening services. Through the Keeping Kids In School Project and the new CalGRIP project, provide families with needed education and counseling opportunities via early referral, case planning and wraparound case coordination. Include standardized referral process. (Probation, SRVPP and partners; Leads: Probation, SRVPP)</p>	X	X		X
EMPLOYMENT SKILLS AND OPPORTUNITIES				
<p>13. Priority: Increase paid employment and internship opportunities that meet the needs of youth.</p> <p>13.1 SET UP A PROCESS: Improve connection to employment services. There are many resources available in the county, including new ones. Identify and connect to appropriate programs. Create a standardized referral process as in 2.1, and link to engagement goal in 1.4 to remove barriers. Link to system coordination goal 6.1. (WIB, Probation, SRVPP and partners)</p>	X	X		X

COMMUNITY ISSUES, TIER 1 PRIORITIES AND GOALS (All goals are underlined; FY 15-16 goals are in bold.)	Juvenile Justice Continuum			
	Prevention	Intervention	Suppression	Incapacitation
CONNECTION TO EDUCATION AND ACADEMIC ACHIEVEMENT				
<p>14. Priority: Provide additional support to youth trying to re-enter district schools.</p> <p>14.1 <u>INCREASE A PRACTICE: Use restorative justice to assist with district reentry.</u> Help reconnect students to school communities when returning to district after an expulsion by using restorative processes. Note, this has been a significant issue in the past but expulsions have declined sharply so this is becoming less of an issue. (Sonoma County Office of Education (SCOE), school districts, CBOs)</p> <p>14.2 <u>INCREASE COORDINATION AND SERVICES: Collaborate with schools on alternatives to exclusionary discipline.</u> Find other ways to deal with expulsions to keep kids in school, including restorative justice processes. Develop effective ways for Probation Officers to engage with schools. As above in 1.1, develop a collaborative approach including effective alternative interventions where exclusionary discipline and justice system involvement can appropriately be avoided. (school districts, service providers, Behavioral Health, Probation)</p>	X	X		
<p>15. Priority: Prevent or intervene in school disconnection using an assertive engagement, wraparound approach.</p> <p><u>15.1 NEW SERVICE: Provide school re-connection case management.</u> Both students at risk of entering the justice system and those in the justice system can benefit. Consider adding this service to the Keeping Kids In School (KKIS) Project in the future. Connect parents to education system navigation assistance when they need help getting educational services for their kids. Provide training in self-advocacy and school system navigation. To intervene early, consider referral at Diversion. Also consider how the Probation School Court Liaison can assist with coordination. (Probation, KKIS Partners)</p> <p><u>15.2 INCREASE COORDINATION AND SERVICES: Provide case management for truant students and their families.</u> The Keeping Kids in School Project will address school attendance in high-priority schools around the county. The School-Court Liaison also provides assistance for youth in Truancy Court. (Probation, KKIS Partners; Lead: Probation)</p>	X			
<p>16. Priority: Provide more support for youth to achieve academically and increase transition planning around education.</p> <p>16.1 <u>IMPROVE SERVICES: Improve education services at reentry.</u> Increase support through SCOE's partners for students coming out of Juvenile Hall, assuring successful transition to an appropriate education program. (SCOE, Probation, school districts, Reach Program)</p>		X		X

Tier 2 Priorities

The following list of priorities were rated by the Juvenile Justice Coordinating Council as Tier 2, to be addressed after Tier 1 priorities above. Note: Tier 2 priorities were not further refined as Tier 1 priorities were. As a result, some Tier 1 priorities overlap with Tier 2 priorities, and some Tier 2 priorities will require additional refinement to be actionable.

COMMUNITY ISSUES AND TIER 2 PRIORITIES	Juvenile Justice Continuum			
	Prevention	Intervention	Suppression	Incapacitation
SAFE AND SUPPORTIVE COMMUNITIES				
17. Priority: Improve existing collaboration between the County, schools, law-enforcement and non-profits in order to address gang activity in the County. Possible goals: Improve 211, increase consistency of probation officer collaboration with school staff and increase referrals from law-enforcement to CBOs. Create cross-jurisdictional referral systems, a streamlined referral process and centralized coordination of referrals.	X	X	X	
18. Priority: Provide youth information about pregnancy prevention and other life skills such as personal finance management.	X	X		
SYSTEM APPROACHES				
19. Priority: Increase interagency coordination in order to improve service delivery.	X	X		
EVALUATION				
20. Priority: Provide more high quality and accessible data on at-risk and system-involved youth. Possible improvements include improvements to Measure O evaluation efforts, better integration of probation and available child welfare data; more clarity about what data is needed and more regular outcome reporting for juvenile recidivism and the treatment effect of programs; establishing universal data to share between partners and provide quicker responses to data requests.	X	X		X
21. Priority: Include the consumer voice in evaluation processes.	X	X	X	X
22. Priority: Continue to move towards more accountability and clarifying criteria for Probation programs.		X		X
BEHAVIORAL HEALTH				
23. Priority: Do not push youth into the system simply so that they can receive services.	X	X		X
STRONG FAMILIES				
24. Priority: Increase efforts to engage parents. Possible goals: Implement the Family Support Organization model or expand existing, successful models. Encourage parent/family engagement in educational priorities.	X	X		X

COMMUNITY ISSUES AND TIER 2 PRIORITIES	Juvenile Justice Continuum			
	Prevention	Intervention	Suppression	Incapacitation
EMPLOYMENT SKILLS AND OPPORTUNITIES				
25. Priority: Increase awareness of available job skills training and remove barriers to accessing job skills training programs available in the community. Partner with these programs to provide more support to system-involved and at-risk youth.	X	X		X
26. Priority: Expand or replicate existing, successful programs.		X		
CONNECTION TO EDUCATION AND ACADEMIC ACHIEVEMENT				
27. Priority: Encourage loosening of return to district criteria.	X	X		
28. Priority: Improve the quality of alternative schools.	X	X		
29. Priority: Increase education focused on career exploration. Possible goal: for youth in the system, include what educational attainment is required for various careers, and provide more access to internet and other technology.	X	X		X
30. Priority: Implement teen courts where youth are held accountable by their peers.	X			
31. Priority: Increase resources in order to address academic struggles, and provide better linkages to existing resources. Possible goal: Include tutors, mentors, after-school programs, more technology, GED prep and testing.		X		X

LOOKING FORWARD

The members of the Juvenile Justice Coordinating Council (JJCC) share responsibility for implementing the plan, and the council will review progress on goals at its quarterly meetings. Priorities and goals will be revisited on an annual basis, and selected by the JJCC for inclusion in annual action plans. Priorities and goals already identified may be selected, or new ones created depending on the changing needs of the Sonoma County community. The JJCC is committed to ongoing evaluation and data analysis efforts to understand how well the Juvenile Justice System is working, and identify future opportunities to improve the juvenile justice continuum. These efforts will be guided by collaborative information sharing and purposeful engagement of Sonoma County youth and families who are either experiencing the Juvenile Justice System or are at risk of entering it, and other members of the community who are invested in making juvenile justice more effective and equitable. The process of ensuring that these sources of information are considered is the JJCC's responsibility. Through this planning process, the JJCC has demonstrated a strong commitment to using the best available data to guide improvements to the Juvenile Justice System.

