

***MARIN COUNTY
COMPREHENSIVE
MULTIAGENCY JUVENILE
JUSTICE PLAN UPDATE
2013***

***Prepared For The
JUVENILE JUSTICE COORDINATING COUNCIL
CHIEF PROBATION OFFICER MICHAEL DALY, CHAIR***

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APPENDIX A: Members of the Juvenile Justice Coordinating Council and Other Key Stakeholders Interviewed to Update the Comprehensive Multiagency Juvenile Justice Plan

SECTION 1: INTRODUCTION

In 2000-01, Marin County developed its initial Comprehensive Multi-Agency Juvenile Justice Plan (CMJJP).as mandated by AB 1913, the Juvenile Justice Crime Prevention Act (JJCPA), enacted that year. In each subsequent year, the County's Juvenile Justice Coordinating Council (JJCC) has reviewed the County's annual funding and operation plan, considered whether modifications or additions were advisable, submitted its proposed annual plan to the Board of Supervisors for approval and, after approval, sent the annual plan to the State Corrections Standards Authority (CSA) as required.

While the County's annual plans have been reviewed each year, the CMJJP on which the annual plans are based had not been revisited in the initial six years the JJCPA / AB 1913 funding mechanism was in place. In the fall of 2007, Marin's JJCC initiated a review of the CMJJP to ensure its ongoing currency, its reflection of current needs and its incorporation of evidence based and/or best practices in juvenile justice service delivery.

Having participated in that 2007-08 review, Current JJCC Chair, Chief Probation Officer Michael Daly, determined there is value in examining the CMJJP at least every five years and thus called for the current comprehensive update. As did the previous review, this study looks at juvenile justice services in Marin County and seeks to identify what may be under-developed or missing. It also assesses the strength and viability of the existing juvenile justice service continuum along with additions, deletions and/or changes that would enhance its effectiveness.

As was noted in the previous review, Marin County has an extensive array of juvenile justice services, programs and interventions for youth and families across the juvenile justice continuum from prevention and early intervention through custody and reentry/aftercare. There are a large number of public and community based organizations, as well as funding sources, working extensively to prevent youths' involvement in the justice system and to help those in the justice system turn their lives in positive, pro-social directions.

Marin is rich in human resources as police, probation, courts, social services, educational, health and mental health agencies and service providers work together to address existing and emerging needs of youth and families countywide. There is a strong spirit of collaboration around juvenile justice system planning which was evident throughout the updating of this CMJJP as partners and stakeholders contributed their insights and expertise throughout the process.

The updating process involved: reviewing relevant demographics; assessing current capacity; surveying existing programs; considering new demands on the justice system; and investigating emerging innovations and best practices. The study, conducted from June through September, 2013, analyzed use and outcome data related to JJCPA / AB 1913 and other existing programs and conducted interviews with members of the JJCC as well as program and service providers and other interested parties and stakeholders who contributed extremely helpful insight and information. ¹

Unlike the initial CMJJP, neither this nor the previous update focused on using JJCPA funds to develop new programs or new initiatives. Rather than changing how JJCPA dollars are being allocated, these updates indicate that the most important parameters on which to concentrate continue to be:

- Considering prevention and early intervention while maintaining focus on high risk / high need youth, especially those at risk of out of home placement and/or those with risk factors related to: significant mental health problems that contribute to their offending behavior, significant substance abuse problems, significant family problems, and/or significant school attendance / behavior problems.
- Employing evidence based practices (EBP) and/or best practice approaches such as assessment, separation of high risk from lower risk youth, cognitive behavioral emphases, family involvement, clear outcome measures and regular evaluation.
- Utilizing programs and interventions that involve family and community support to most cost effectively deliver services engendering positive outcomes in reducing youths' recidivism and future risk to the community.
- Ensuring that JJCPA and other programs are culturally competent so as to serve Marin County youth and families in ways that reduce disproportionate minority contact (DMC) with the juvenile justice system.

This updated CMJJP is an indicator of Marin County's ongoing pursuit of best practices in service delivery and its commitment to proactive assessment of the needs of youth, families and communities throughout the County. This update is also intended to be a

¹ Please see Appendix A for a list of interview participants

platform from which to plan for the future and pursue public and private funding, grants, foundation support and whatever other dollars may become available.

It is noteworthy that, of the major goals identified in the previous (2007-08) CMJJP update, the majority have been addressed. In the 2007-08 report, the major issues that emerged as both relevant to providing effective services to the identified population *and* as being achievable in a challenging budget period were the following:

1. Bridging the information gap between existing programs and agencies through improved communication
2. Recognizing the information technology gap that exists across juvenile justice systems and identifying which parts can be addressed through existing resources
3. Beginning to assess and develop a plan for addressing disproportionate minority contact
4. Stressing the continued application of evidence-based practices and programs whenever and wherever possible
5. Beginning to engage communities, particularly those experiencing high rates of juvenile delinquency, to seek improved outcomes through partnerships with community based organizations, civic groups and individuals.

As the following report demonstrates, action was taken on each of these areas, and for the most part, that action has yielded positive results which have improved the juvenile justice system and delivery of services to Marin County youth, families and communities. As is noted in the report, despite a substantial reduction in the use of detention for juveniles in Marin County, there has been no increase in juvenile crime. In fact juvenile crime has decreased significantly since the previous CMJJP update in 2007 - 08.

The current update addresses continuing and furthering these efforts as well as considering additional initiatives to enhance and sustain juvenile justice services consistent with the Probation Department's four major operating principles:

- ✧ The use of evidence based practices and data driven decision making
- ✧ Attention to and emphasis on Treatment
- ✧ Attention to and emphasis on Accountability
- ✧ Attention to and emphasis on Youth Development.

SECTION 2: DATA AND TRENDS AFFECTING PLANNING

Marin County Youth Population

According to Kidsdata.org, Marin County’s population of children ages 0 – 17, which was 49,757 in 2007, had grown by 6% to 52,901 in 2010, the last year for which data is available. The age, gender and ethnicity breakdowns of the youth population are displayed in Tables 1 and 2 below. ²

Table 1: Marin County Child Population by Age and Gender - 2010

Child Population by Age and Gender			
Age	Male	Female	Total
0 - 2 years	3,875	4,112	7,987
3 - 5 years	4,471	4,645	9,115
6 - 10 years	7,713	7,983	15,696
11 - 13 years	4,287	4,312	8,598
14 - 17 years	5,572	5,932	11,505
Total 0 - 17	25,917	26,983	52,901

Most youth entering the juvenile justice system are in the 11 – 17 year old range. In 2010, there were a total of 20,103 youth of that age living in Marin County.

Table 2: Marin County Child Population by Race/Ethnicity

Race/Ethnicity	1999	2001	2010
African American/Black	3.6%	2.5%	2.2%
Asian	7.3%	4.2%	5.0%
Caucasian/White	73.1%	72.2%	64.1%
Hispanic/Latino	15.2%	15.8%	22.0%
Native American	0.8%	0.2%	0.2%
Pacific Islander	n/a	0.1%	0.2%
Multiracial	n/a	4.9%	6.4%

² Kidsdata.org from CA DOF, Race/Ethnic Population with Age and Sex Detail, 1990-1999 and 2010

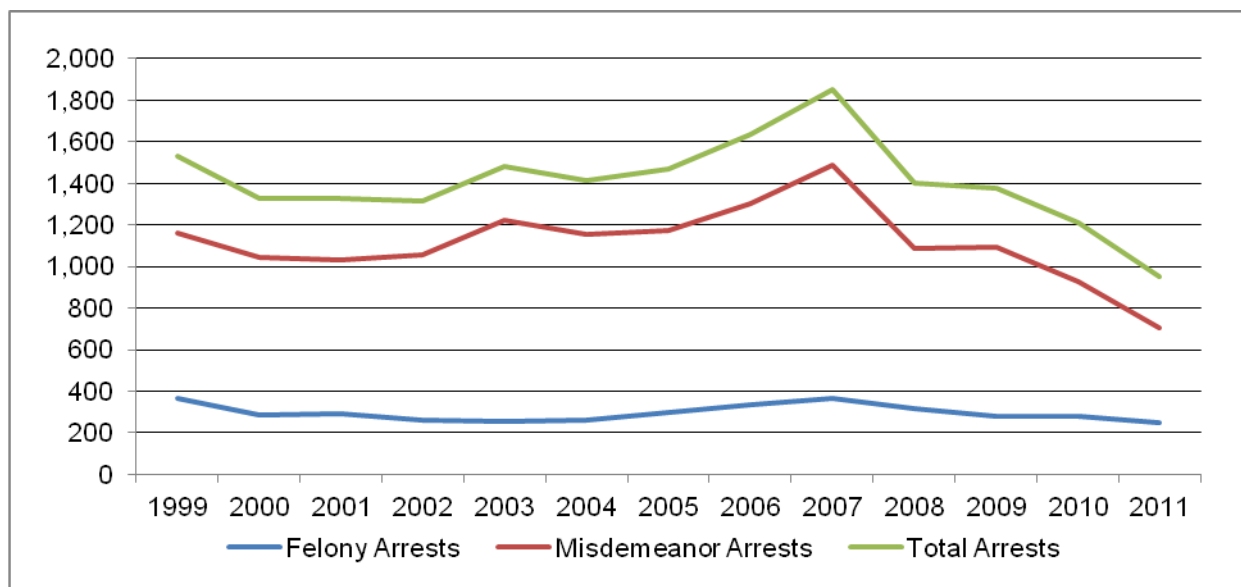
An important trend identified in Table 2, above, is that Marin County's youth population is becoming increasingly diverse. There have been substantial increases in Hispanic / Latino and Multiracial youth in the County's population; the overall percentage of non-white youth living in the County has increased from 27% in 1999 to 36% in 2010.

Juvenile Crime and Arrests

Across the State, as well as in Marin County, juvenile crime and arrests have been in decline in recent years. A July 27, 2013 article in the Sacramento Bee, quoting statistics from the California Department of Justice, notes that, between 2011 and 2012, "the state witnessed 28,743 fewer arrests of juveniles" than had occurred the previous year.³ In Marin, the resulting reduction in the numbers of youth in the juvenile justice system has created opportunities to interact with those youth and their families in more collaborative, more comprehensive ways that not only hold youth accountable but also enhance their pro-social development and support healthier, safer communities.

As is indicated in the following charts, trend lines for misdemeanor and felony arrests of Marin County youth were remarkably stable from 1999 to 2006, when an increase appeared. However, after peaking in 2007, the number of arrests has been steadily dropping. While there were 293 felony and 1,033 misdemeanor arrests for a total 1,326 juvenile arrests in Marin County in 2001, those numbers dropped to 281 felony and 926 misdemeanor arrests for a total of 1,207 juvenile arrests in 2010.⁴

Chart 1: Juvenile Misdemeanor and Felony Arrests -- 1999 – 2011

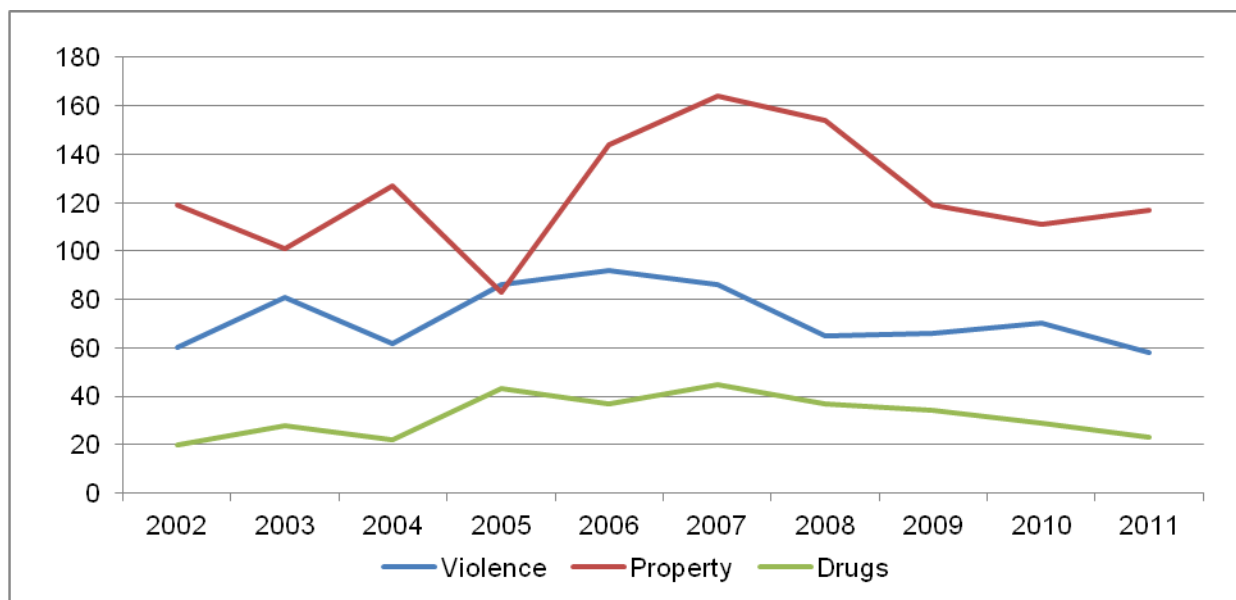


³ Sacramento Bee, "State Crimes Rise Slightly in 2012"

⁴ oag.ca.gov/crime/cjsc - stats / 2010, Tables 3c and 4c, Juvenile Arrests, Marin County

The top three types of felony offenses which result in an arrest of a youth in Marin County are violence, property and drugs, as shown in Chart 2, below. Offenses related to substance abuse remain a significant portion of the arrests and demands for services facing the juvenile justice system. Even in referrals not involving an offense related to drugs and alcohol, the issue of substance abuse is prevalent among youth and families referred to the Probation Department.

Chart 2: Juvenile Felony Arrests by Type of Crime -- 2002 – 2011



Marin County Probation Department

The County Probation Department is the primary agency dealing with youth referred to the juvenile justice system. The mission of the Probation Department is:

to further justice and community safety; to hold offenders accountable while promoting their rehabilitation; to reduce the impact of crime and conflict on victims and the community; and to employ best practices in providing balanced, effective services as directed by the Court and in collaboration with other agencies and the community.⁵

The Probation Department seeks to accomplish its mission by offering a balance of public safety, offender accountability, rehabilitative services and restorative practices.

⁵ Mission Statement of Marin County Probation Department

Its operational philosophy seeks to support treatment, increase the cohesion and functioning of youth and families and reduce recidivism.

The profile of youth who are referred to the Probation Department for the first time has varied slightly since the last report was prepared.⁶

Table 3: Profile of Youth Referred to the Probation Department -- 2000 - 2013

	2000 - 2007	2008 - 2013
Number Of Youth Referred For First Time	4,055	2,060
Percentage Of First Time Youth Who Were African American	16.0%	14.8%
Percentage Of First Time Youth Who Were Hispanic	24.3%	31.9%
Percentage Of First Time Youth Who Were Caucasian	55.0%	47.6%
Average Age Of African American First Time Youth	15.0	15.2
Average Age Of Hispanic First Time Youth	15.7	15.4
Average Age Of Caucasian First Time Youth	15.7	16.0

The number of new youth referred to the Probation Department in the last five years is almost half of what it had been in the period from 2000 to 2007. This reduction in referrals, which is in part attributable to the decline in juvenile arrests described in Charts 1 and 2 above, as noted previously creates opportunities for enhanced service delivery as well as increased inclusion of family and community resources in juvenile justice programming. Another change, also mentioned earlier in this report, is the increased portion of non-white youth being referred to the Department. This too provides the impetus for exploring innovative service delivery options.

Marin County Probation Department Juvenile Division

The Probation Department's Juvenile Division encompasses Intake, Supervision, Placement and Detention / Commitment functions.

Intake: The Intake Unit acts as the 'gatekeeper' for referrals to the Juvenile Division. Intake staff review files primarily to assess the eligibility and suitability of a particular

⁶ Data generated by the Probation Department

child to be handled through an informal, or diversionary, process, as stipulated under Section 654 of the Welfare and Institutions Code (WIC). Throughout juvenile law, the Probation Department is enjoined to provide supervision and services in the least restrictive manner possible that ensures both the safety of the community and the best interests of the young person. The Intake Unit makes the initial decisions relative to the most appropriate approach for each youth referred to the Department. Beyond simply reviewing records, Intake Unit staff duties include conducting interviews and investigations, preparing reports making recommendations to the Juvenile Court, and providing supervision to low level offenders placed on diversion contracts.

Supervision: The Supervision Unit works with youth who have been placed on probation, either formally (under WIC Section 602) or informally (under WIC Section 654). The Unit's Probation Officers work closely with local public and continuation schools and providing supervision services such as ensuring compliance with probation conditions, notifying the Juvenile Court of violations of conditions and providing assistance to victims of juvenile crime.

The Juvenile Division continues to apply the risk principle of evidence based practices in its supervision approach. This means that supervision resources are allocated based on the risk for recidivism level that each child represents. Low risk youth are typically assigned to an 'administrative caseload' and receive little to no supervision as long as they remain in compliance with their conditions of probation. Medium risk youth are assigned to a Deputy Probation Officer who typically sees each youth at least monthly. High risk youth have weekly contact with their Deputy Probation Officers.

Table 4: Average Number of Youth Under Active Probation Supervision -- (does not include those on the administrative caseload)⁷

Dates	Very High Risk	High Risk	Medium Risk	Low Risk	Risk TBD	TOTAL
4/01/04 thru 8/31/07	51.0	57.3	105.1	47.9	5.6	269.9
7/01/12 thru 6/05/13	49.6	32.4	49.2	1.1	1.5	133.8

Once again it is important to point out that, since the previous publication of this report in 2008, the number of youth referred to the Probation Department has continued to decline. As the following Table 5 demonstrates, the number of first time offenders

⁷ Data for Tables 4, 5 and 6 generated by the Probation Department

referred to the Juvenile Division was 728 in 2007 and had declined to 320 by the end of 2012.

Table 5: New Law Violations Referred to the Juvenile Division of the Probation Department -- 2007 - 2012

YEAR	Total New Law Violations	First Time Offenders Referred to Probation
2007	1,597	728
2008	1,411	585
2009	1,334	539
2010	1,319	460
2011	1,170	379
2012	1,008	320

Outcome data reported by the Probation Department indicates that, between January 1, 2008 and the end of 2012, 77% of youth on probation successfully completed their probation, restitution and community service work. The recidivism rate during this period was 47%, with recidivism defined as any referral that comes to the Department within 12 months from the date of assessment by an intake officer.

Placement: The Juvenile Division's Placement Unit is responsible for supervising those youth whose custody has been removed from their parents. The vast majority of these youth are placed in group homes in California, although some are in foster homes and others are placed outside of California. Probation staff are required to make monthly visits to these wards of the Court, regardless of where they are placed.

Table 6: Average Number Of Youth Assigned To Placement -- 2008 - 2013

Year	Number of Youth
2008	31.2
2009	28.6
2010	30.6
2011	26.9
2012	25.7
2013	19.8

As of June 17, 2013, there were 18 juvenile probationers in or awaiting placement. This number reflects a significant decrease of youth in placement from the 1997 high of more than 60 placement cases. As noted previously, reducing the number of youth who must be placed outside their homes has been a goal of the County's JJCPA / AB 1913 programs and has been accomplished in large part by the Probation Department coordinating and providing services in partnership with the Department of Health and Human Services, the County Office of Education and community based service providers.

AB 12: Originally passed in 2012, this legislation extends foster care benefits for youth to the age of 21. This is a voluntary program that offers important services, including financial support for living expenses, to placement youth who do not return to live with their parents. These youth are known as “non-minor dependents” and have support of the benefits as long as they are engaged in some sort of pro-social activity such as employment or education. Although Marin County has very few youth in this program so far (only five are enrolled at the time of the writing of this report), it is expected to grow over time.

Detention / Commitment: With a rated capacity of 40, Marin County's Juvenile Hall provides around the clock care to youth who have been detained for WIC Section 602 offenses. In addition to providing close supervision of detained youth, the Juvenile Hall offers recreational and support programs and school services provided by MCOE. Medical needs are addressed by Public Health staff in the facility and mental health professionals on staff provide assessments, crisis counseling, group counseling, evening groups involving families along with detained youth and referrals to treatment for youth returning to the community. Both group counselor and mental health staff are trained to facilitate Aggression Replacement Training (ART), an evidence based program which has been provided to youth in custody since 2008.

A look at historical trends in detention indicates that, over the decade from 2002 through 2012, the average daily population (ADP) of the Marin County Juvenile Hall fluctuated in much the same ways as the juvenile detention ADP rose and fell across California's other counties. A recently released Chief Probation Officers of California (CPOC) data set, based on statistics generated by the Board of State and Community Corrections (BSCC), indicates that the aggregate juvenile hall ADP for all California counties fell 34.7% from 10,668 juveniles in January, 2002 to 6,894 juveniles by December, 2012.⁸ In that same period, CPOC reports the ADP of the Marin County Juvenile Hall, which was 21 youth in custody in January, 2002, dropped by 42.9% to 12.5 youth by 2012.⁹

⁸ CPOC, <http://public.tableausoftware.com/views/CaliforniaJuvenileFacilities/Introduction>, July 2013

⁹ Ibid.

Marin County's reduction in the number of youth in confinement parallels national as well as state trends. According to the Annie E. Casey Foundation's 2013 report "Youth Incarceration in the United States," juvenile detention across the country peaked in 1995 and has declined by 41% since then. The annual rate of decline from 2006 to 2010 -- dropping by 6.5% -- was roughly three times faster than it had been from 1997 to 2006, when the rate of decline was 2.3%.¹⁰

Local data, indicates that, in the period since the last CMJJP update, the ADP of Marin County's Juvenile Hall followed the same downward trajectory as has been seen in the number of referrals to Probation and the number of youth ordered into residential placement programs. While the Juvenile Hall's ADP was 25.1 in 2007 and 25.3 in 2008, it had fallen to 12.5 by the end of 2012, as shown in the following table.¹¹

Table 7: Marin County Juvenile Hall Average Daily Population -- 2007 - 2012¹²

Year	ADP
2007	25.1
2008	25.3
2009	22.3
2010	20.8
2011	16.1
2012	12.5

The Hall's ADP from January 1 through May 31, 2013 was 12.8. On June 30, 2013, there were 16 youth detained in the Marin County Juvenile Hall. Five of those detained were in pre adjudicated status and 11 were post adjudicated. There were no Proposition 21 offenders (youth being tried as adults) in the Juvenile Hall at that time.

It is very important to point out that, ***despite the substantial reduction in the use of detention in Marin County, there has been no corresponding increase in juvenile crime. In fact, as data earlier in this report indicates, a strong argument can be made that juvenile crime has decreased since 2001, and decreased significantly since the previous CMJJP update in 2007-08.***

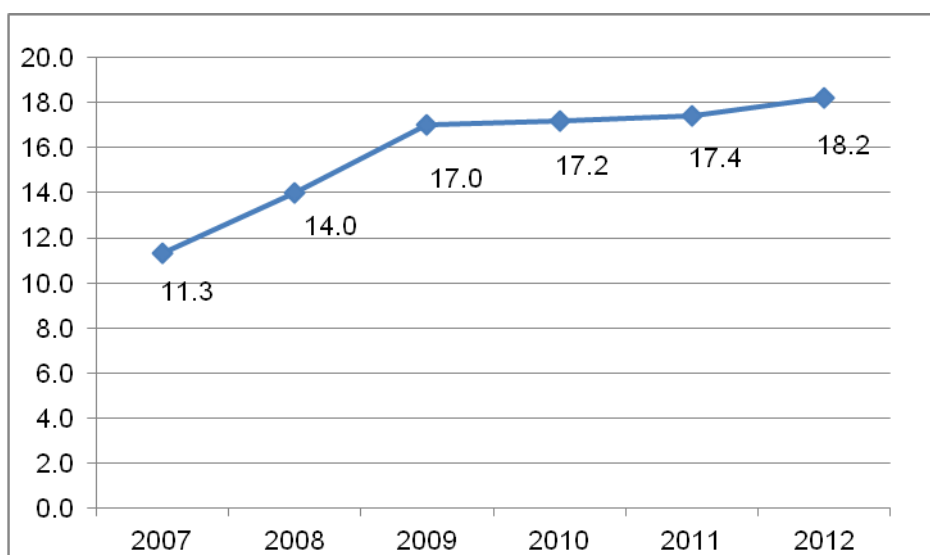
¹⁰ Annie E. Casey Foundation, Infographic: Youth Incarceration in the United States, 2013, [aecf.org/Knowledge Center/Publications](http://aecf.org/KnowledgeCenter/Publications)

¹¹ BSCC, Juvenile Detention Survey, <http://www.bd.corr.ca.gov>. Marin County

¹² Data generated by the Probation Department

Noteworthy as well is that, as the overall number of detainees has declined, the average length of time youth spend in Juvenile Hall (called average length of stay or ALS) has increased. The most probable explanation for this is that youth are being detained for more serious offenses which require more time to adjudicate and/or resolve. Marin data - corroborated by CPOC data - for the period since the last CMJJP update indicates that the average length of stay was approximately 11 days in 2007 and had risen to slightly over 18 days by 2012 (the last year for which data is available).¹³ The following chart displays the changes in Marin's ALS over the last five years.

Chart 3: Average Length of Stay - Marin County Juvenile Hall -- 2007 - 2012 ¹⁴



Marin County Youth in State Custody: Marin County has traditionally committed very few juveniles to state custody. As of September 1, 2007, the state Department of Corrections and Rehabilitation (CDCR) Division of Juvenile Justice (DJJ) realigned lower level offenders, defined as those committed for offenses under WIC Section 707(a) with the exception of certain sex offenses, from state to local custody. At the time of this realignment, Marin County had no juveniles in DJJ institutions or on DJJ parole eligible for realignment. According to the California Sentencing Institute, in 2009, Marin County had 4 youth in DJJ for every 1,000 juvenile arrests; in 2011, that state confinement rate was zero.¹⁵

As of June 30, 2013 there were no Marin County youth in DJJ custody.

¹³ op.cit. BSCC Juvenile Detention Survey.

¹⁴ Data generated by the Probation Department

¹⁵ <http://casi.cjcg.org/Juvenile/Marin> - 6/18/13

SECTION 3: STAKEHOLDER OBSERVATIONS AND RECOMMENDATIONS

Stakeholder Interview Process

A central part of this update was seeking input from members of the County's Juvenile Justice Coordinating Council (JJCC) and other key people in the public and private sectors who work in or around juvenile justice and youth service in Marin County.¹⁶ In interviews conducted over several weeks in June 2013, these stakeholders were asked what they thought had changed or been improved in the juvenile justice system since the 2008 report, what they viewed as the strengths of the current continuum and their perceptions as to remaining gaps or under-developed elements still needing to be addressed. Thanks to the generosity and insightfulness of the interviewees, these interviews yielded a great deal of information -- and a significant degree of consensus -- about accomplishments to date and the desired direction for the County's juvenile justice system.

Input from the interviews was collated and analyzed and is summarized in the following discussions of accomplishments to date, system strengths and potential additions to the juvenile justice continuum. Included in this narrative are comments from the interviews selected because they are representative of the views expressed by all or most of those interviewed. Where there are differences of opinion, those are reflected as well. Hopefully, this information will prove valuable in guiding future planning, as well as supporting ongoing efforts to maintain what is working, enhance what may be underdeveloped and create what may be missing in addressing the needs of youth, families and communities throughout Marin County.

Improvements Since the Previous Update

As noted in this document's Introduction, the five major goals for the juvenile justice system described in the 2008 update were:

1. Bridging the information gap between existing programs and agencies through improved communication
2. Recognizing the information technology gap that exists across juvenile justice systems and identifying which parts can be addressed through existing resources
3. Beginning to assess and develop a plan for addressing disproportionate minority contact
4. Stressing the continued application of evidence-based practices and programs whenever and wherever possible

¹⁶ Please see Appendix A for interview participants

5. Beginning to engage communities, particularly those experiencing high rates of juvenile delinquency, to seek improved outcomes through partnerships with community based organizations, civic groups and individuals.

According to those interviewed, there have been significant improvements in these and related areas over the last five years, and more are envisioned. Those interviewed strongly support continuing and furthering these initiatives as data, experience and perceptions indicate they are bearing fruit. The interviews yielded considerable agreement that, as a result of the work done to date, Marin County's juvenile justice system is on a productive track likely to continue to produce positive outcomes for youth and families

With regard to **Communication**, interviewees generally agree, and observation supports the finding, that a lot has been done to improve communication between and among existing programs and agencies. What was perceived in 2008 as an 'information gap' appears to have been greatly reduced. Among other things, interviewees said:

Communication is pretty open and improved over the last 5 years.

People are talking to each other and that seems to be improved over former times; we're talking about programs and activities; agencies are being more collaborative and not just talking about 'can I have some more money.'

Communication is infinitely better than it was in 2008. Silos have come down to great extent and collaborative work is continually improving. The effectiveness of this is demonstrated by the accolades we get in this county.

Along with, and probably furthered by, the improvements in communication, there has been a notable expansion in the already robust spirit of **collaboration** in and around the juvenile justice system. Such efforts as the DMC Collaborative and Restorative Justice, discussed below, are indicative of agencies' strong relationships with one another as well as their outreach to include and incorporate families and communities in the work to be done. Several interviewees commented on the strong collaborative ethic, saying:

There is a great deal of collaboration, especially between Child and Family Services and Juvenile Probation; we're fortunate to have such a great connection.

The School / Law Enforcement Partnership is a great collaboration that comes together to share information, break down boundaries and help each other out when issues arise.

We're very lucky in Marin; we have a very strong bond among the juvenile justice partners, and not all courts have this kind of healthy relationship. We're all very committed to getting it right for kids.

In terms of **Information Technology**, agencies have been hard at work to close what was seen in 2008 as an "information technology gap across juvenile justice systems." Given the severe fiscal limitation of the recent past, agencies have had to focus on those parts of the IT universe that could be addressed through existing resources. They have made some headway but still consider the IT challenge a work in progress, as evidenced by the following:

We still need to pay more attention to data integrity and data quality. We're lucky in Marin that we have so few people in our populations; nonetheless, data coding is not as careful as it could or should be. We often end up with data that isn't credible. It would be great if data integrity were more important to data folks so that we get the right information about the right kids.

A great deal has been accomplished relative to beginning to address **Disproportionate Minority Contact (DMC)**. Since 2008 when the Probation Department won a technical assistance grant to support understanding, dealing with and ultimately reducing DMC, the Department has been using some of its grant funds to partner with the W. Haywood Burns Institute, a nationally recognized leader in DMC reduction, to develop a path to address DMC in Marin County. That partnership is helping guide the development of a viable, local DMC strategy.

The three major components of the strategy are: raising understanding and awareness of DMC issues; reviewing and ensuring appropriate services are available for youth; and collaborating with partners to create systemic solutions to DMC. Specific efforts have included conducting public forums on DMC, inviting community stakeholders to join in the effort; and creating a multi-agency, community involved DMC Collaborative. The Collaborative has spent the last several years meeting, training and educating its members and working on developing a DMC plan to improve the situation for youth of color who enter Marin County's juvenile justice system.

It is important to point out that the DMC effort, as well as Restorative Justice and other collaborative programs, are being greatly enhanced by the skills and talents of **multi-lingual and bi-cultural personnel** hired pursuant to recommendations in the 2008 CMJJP Update. Those recommendations described a system-wide need for multi-lingual and bi-cultural personnel because "Effective service delivery depends on two-way communication and, particularly in programs and services that seek to involve parents, effective interactions with family members often require bilingual / bi-cultural staff."¹⁷

¹⁷ Marin County Comprehensive Multiagency Juvenile Justice Plan Update 2008, page 27

Many interviewees commented on the DMC effort, acknowledging its collaborative, family focused and community oriented approach and, in many instances, praising the Probation Department's leadership and support. In addition to noting the progress, there was repeated mention of the need for law enforcement to become more actively involved in the DMC effort. Representative comments include the following.

The DMC collaborative is made up of many different agencies with good representation from the communities of the Canal and Marin City. This is very positive. Planning is very well advanced, in theory and in practice. We have to have a written plan by the end of December (2013) so the next life of DMC can be ensured; but, many of the ideas that will be in the plan are already being implemented, so we're way ahead.

Members of the Collaborative feel the Department respects the community's opinion and is open to understanding and making available what they need. People particularly appreciated the Department's bringing in new trainers with different views of issues for Latino kids and inviting members of the community to participate in the trainings. It was huge for Probation to make this valuable training available to parents and community members for the first time.

There needs to be a continuing effort to involve law enforcement in DMC work.

Police departments would benefit from participating in the "rich conversation" in the Canal neighborhood and elsewhere. It would be useful for the police to understand and participate in the efforts the Probation Department and community are engaging in.

If we are looking to affect DMC in the Latino and African American communities we have to have some difficult conversations; these conversations are inevitable. We have to fix some deteriorated relationships with police agencies. We have to be willing to address the hard questions and talk with each other to make things better.

The Probation Department and other agencies are continuing, and where possible expanding, their use of **Evidence-based Practices and Programs**. Having incorporated the evidence-based practice of assessment into most, if not all, of its programming, the Probation Department is targeting its responses and resources to the factors that bring youth to the juvenile justice system and thereby seeking to help youth get out and stay out of the system.

The Probation Department is also using Motivational Interviewing (MI) into its interaction and supervision strategies. MI is an evidence based communication practice that has been shown to increase youths' successful navigation of the juvenile justice system and reduce their subsequent recidivism. Being used throughout the Probation Department, MI calls on youths' strengths and encourages positive decision making.

Probation's leadership in the use of evidence-based programs and practices has been mirrored by other agencies adoption of EBPs in their respective disciplines. The countywide emphasis on being data driven and evaluating outcomes of all programs and services is in and of itself an evidence-based practice.

Interviewees' reflections on EBPs include the following:

... Mike and Kevin [are] the 'wonks' re EBPs in juvenile; they are the 'experts' and are moving the entire juvenile justice community in that direction. They are going to prove that evidence-based models, such as the Juvenile Drug Court, work using data and outcomes, and, if they don't work, will go to other evidence-based approaches in supervision.

I am gratified by the huge shift toward evidence-based, proactive and positive interventions on the part of this Chief and this Probation Department. What used to be taboo is now the norm; we're acknowledging that it's not the world of the '70s anymore.

For those of us in the community, it's a struggle to find programs which are evidence-based or proven that are not cost prohibitive.'

Having been charged with **Engaging Communities in Partnerships**, the Probation Department and many other agencies, including Health and Human Services, County Mental Health, MCOE and community based youth and family service providers, have expanded existing - and spearheaded a number of new - efforts to engage and actively involve communities.

In addition to the DMC work and the DMC Collaborative, described above, an expanded **Restorative Justice (RJ)** effort has been reaching out to and involving parents and other community members in Novato, the Canal and Marin City. Complementary to the DMC work, Probation's RJ efforts include organizing a group of Latino parents from the Canal to create an RJ response for kids who are suspended or expelled. All the meetings of the group have been conducted in Spanish. This effort has been so successful that programs have been implemented by the high schools themselves as well as by other

agencies to enable a number of youth in the initial target group -- high school kids in San Rafael and Terra Linda -- to be referred to other alternatives.

The RJ group is building its plan and hopes to put a larger pilot project in place that reaches out to police departments, schools, the Probation Department and others to encourage them to utilize RJ principles in working with kids in each of these agencies' service populations.

Interviewees' reflections on Restorative Justice and the work of the RJ group included the following:

The county's Restorative Justice and youth development strategies are excellent; they need to be supported, coached and institutionalized because these are practices we know lead to success for youth, families and communities.

Probation teaching the schools RJ approaches is a terrific thing to do; Probation is really helping us help them help kids.

While it takes time for RJ to become 'the natural,' we need not to revert to the old ways; rather we want to keep resourcing and supporting RJ because that will lead to good results all the way around.

The Probation Department has funded outreach workers in both Marin City (through the Phoenix Project) and the Canal (through the Canal Welcome Center) in what it is calling "Partners for Success (Companeros Para Exito) to assist youth in complying with the conditions of their probation. MCOE's outreach to communities includes working toward opening a 'new and more family and community oriented' Community School. Health and Human Services is expanding its community outreach as are County Mental Health and a number of other agencies.

Interviewees' appreciation for the collaborative interactions between community based service providers and public agencies is exemplified in the following remarks:

Probation is one of the strongest partners we have at the Phoenix Project. All accolades for their support - financial, consulting and helping in all ways they can. They have helped us with data collection and identifying the things funding sources are looking for. Kevin's been great showing us how to manage metrics and pie charts and data reporting. We really appreciate his and Mike Daly's help building Phoenix's capacity.

There is also strong support for such community-involved efforts as the Juvenile Drug Court, schools' Peer Courts and the YMCA's Youth Court. About these multi-agency collaborative courts interviewees said, among other things, that:

Such courts are the wave of future and we want to be doing them well.

Though it may have been adrift for a couple of years, the Juvenile Drug Court is refocusing now; it's doing the right front end assessments to make sure it's getting the right kids into the program and looking at outcomes.

The new consistency in Juvenile Drug Court is very good.

The Peer Courts run by some schools and the Youth Court run by the YMCA contribute significantly to the effective alternative programs available for kids in Marin County.

Peer Courts and the Youth Court are getting better all the time; the biggest challenge is finding adequate funding to maintain these programs.

Interested in bringing a Youth Court to Marin City, the Phoenix Project is looking into how to pay for and inform families about a Youth Court because the Project believes such a court would help Marin City parents and community members bring local resources to bear to solve their kids' problems and might stop first offenders from penetrating further into the juvenile justice system.

As evidenced by the comments above and following, interviewees expressed a great deal of interest in and support for engaging communities, especially those experiencing high rates of juvenile delinquency:

There is increasingly good feedback from the community about interfacing with Probation and other agencies and being able to work together.

Involving the community is critical because it is only in the community that systemic change can happen.

We are seeking to address the issues around how we respond to conflict in our community, how what we're doing works for us and doesn't work for us and what our dream is of what could work even better.

We are working on sharing responsibility because our communities' youth are all our kids and, if we don't have healthy kids throughout our communities, troubled

young people are going to drain our resources and diminish us all. Every kid we inspire or turnaround is a huge saving to our community.

We want to exemplify the Masai approach that holds "if the children are okay, we're all okay."

Recommendations for Potential Additions to the Juvenile Justice System

In response to the question, 'how can we better serve youth in our juvenile justice system?' respondents were nearly unanimous in saying 'by continuing to do what we're doing and trying to do it even better.' As one interviewee put it, we need to "maintain a laser focus on trying to be more innovative, creative and prevention-oriented in meeting the needs of all kids in Marin County."

In other words, no one wants to stop doing what appears to be working. Rather, stakeholders suggest continuing to further DMC reduction, restorative and evidence-based practices and family and community involvement and adding 'enhancing youth development' to the system's stated goals. Because there are fewer youth in the juvenile justice system and because this reduction in numbers makes additional resources available, the time is right to think about introducing additional preventive and youth development interventions to the juvenile justice continuum.

The kinds of programs or activities described as currently underutilized but potentially beneficial to youth development included, but were not necessarily limited to:

Anti-Bullying	Art	Ecology / Conservation
Entrepreneurship	Family engagement	Gang Reduction
Mentoring	Sports / Recreation	

There were some suggestions of existing programs and/or resources in these areas to work with, refer to, incorporate or contract with. Some of these, like the Phoenix Project, Seneca and Family Connections, are currently used by public agencies; others may bear consideration for future or expanded use. The potential resources proposed by interviewees are described in Table 8 on the following pages.

Table 8: Potential Resources for Additional Youth Development Programming

KIND OF INTERVENTION	PROGRAM	PROGRAM DESCRIPTION
<i>For Anti Bullying</i>	Davidson Middle School	Has a model bullying education program that focuses on early intervention; might be a viable model for replication
<i>For Art</i>	The Community Media Center of Marin	A non-profit that may be willing to provide a studio or studios and other support for youth who want to work on music and art, enable sharing
	Channel 26 Cable Access	Have a great degree of technology which is currently under utilized by young people
	Performing Stars of Marin	A non-profit in Marin City providing preventive programming to give kids opportunities to express themselves
<i>For Ecology / Conservation</i>	Marin Youth Ecology Corps	With Conservation Corps North Bay, a cbo, is placing crews in the Mt. Tamalpais State Park system and a crew at the organic farm at the College of Marin. Youth will be screened and interviewed by the Conservation Corps, will get a full time paid job for 8 weeks over the summer @ \$9/hour and will learn about conservation work as a career path and research other job possibilities
	Outdoor Education and Leadership Developmental Program	Lisa Canin's "ecological psychology" program introduces the outdoor environment to traditionally marginalized young people who aren't familiar with the outdoors and ecology and encourages them to translate their experiences back to their home communities
<i>For Entrepreneurship</i>	Enterprise Center (formerly the Marin Youth Center)	Works w/ individuals, groups and young families in San Rafael to help them develop micro enterprise programs and then connects them to banks after they've developed their business. May be willing to work with youth to help them develop micro enterprises. Perhaps Probation could work with the Enterprise Center to carve out some small loans for kids on probation who have entrepreneurial aspirations
<i>For Family Engagement</i>	County Community School	Seeks to do more to further family engagement by finding what works for the family rather than 'what works for us.' To 'reach the family where they are,' CCS is considering doing home visits perhaps in collaboration with Probation and/or HHS in a supportive rather than corrective approach.

	Family Connections	Provides family focused services in conjunction with the Juvenile Drug Court as well as other programming.
	Futures Without Violence	This San Francisco based program trains junior high and high school coaches to help boys understand how to relate to women and girls, how to be 'good grownups' and how to be good parents. Perhaps HHS and Probation might team to empower and perhaps even financially support similar community based public education efforts in Marin County
	The Parent Project	Cited as "a good example of giving clients what they need," the Parent Project is a cognitive behavioral 10 week program run by the San Rafael Police Department's Youth Services Bureau providing workshops on constructive parenting for parents and families
<i>For Gang Reduction</i>	Phoenix Project	Targeting African American youth in Marin City, the Phoenix Project provides a variety of early intervention and other activities to give young people an alternative to the gang lifestyle
<i>For Mentoring</i>	Robert Flynn and Dan Daniels	The kinds of mentoring Robert Flynn provides at the College of Marin and Dan Daniels provides for youth on probation are pointed to as outstanding examples of excellence. "Kids see these mentors / role models as very positive and as people they'd like to be like."
<i>For Sports / Recreation</i>	Girls' Running Group	Started a year or so ago with six girls, the running group has served 30 girls on probation to date and had 18 young women enrolled at the time this document was being written; its purpose is give to girls on probation something positive in their lives; the group also helps them structure their spare time, teaches them about nutrition, helps them build relationships and helps them learn how to interact with and support each other
	LIFT	Created because pro social recreational activities are good for kids and because so many of those in the justice system are in continuation schools that don't allow the sports that mainstream high schools would supply, LIFT was created to fill the recreational gap. A new nonprofit, LIFT will provide, coordinate and implement recreational and fitness programs in different communities including Novato, Marin City and Canal.

	CAMP CHANCE	San Rafael YSB's, summer camp provides 11 - 13 year old inner-city youth who've never been in the outdoors with opportunities to swim, learn to fish and become comfortable with the outdoors. The Camp also includes a Counselors in Training component for graduates too old to return as campers.
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Along with proposing these additional program ideas, interviewees also made reference to **innovations either underway or envisioned for existing core programs**. There were several accolades for the Probation Department for having moved, and continuing to move, in what was described as a 'new, more inclusive and collaborative' direction. Probation's attention to youth development and community and family involvement are credited with advancing supervision approaches proven to result in sustained recidivism reduction. Probation's efforts at early intervention are similarly strengthening the possibility of crime and delinquency prevention for at risk youth. As one comment put it:

Probation is going through a culture shift kind of like child welfare's shift of 15 years ago when there were so many kids in placement and foster care. We recognized welfare had to strengthen the family to really help the kids. We started asking 'what does the family need; why is the kid acting out; what do we need to build into place to keep the kid safe; how can we teach kids to respect their community and live in a family and handle their anger when someone at school or at home does things they don't like?' This is now the ethic for child welfare; we wouldn't think of not having the family involved in case work. Probation is going there too and it's great.

Education: There are similar changes taking place in educational programming for youth on probation and for those at risk of becoming involved in the juvenile justice system. Several interviewees addressed concerns and described emerging approaches being undertaken in alternative schools and special education programs in Marin County. It was noted that:

A lot of the young people in the justice system are kids who feel disenfranchised; many would have benefitted from educational help early on to address language, mental health and/or other issues. They're not at ease in school so they act up. At home they don't identify with their families in positive ways. These young people need positive role models and an educational environment responsive to their particular needs.

Because real learning is more about the approach than the subject matter, we're working on teaching kids to think rather than just regurgitate information. Kids in alternative school are not kids who are anxious to be learning; so the approach has to be holistic and socially engaging. We have to make the learning environment interesting to the students, make the work grab them. We have to find the relevance of what's being taught; especially to this population, relevance is key.

AB 1913 funding has been very helpful in enhancing educational services for youth in the justice system by, among other things, supporting 'engagement with technology.' AB 1913 money helps provide supervision support, therapeutic support, pro-social activity support, restorative practice training, job readiness and support for college and career (mostly college) readiness.

CCS is encouraging teachers to entertain a more holistic approach to engaging students in pro social activities with a view toward making the learning environment a place kids want to be rather than a place they're sent to.

Another positive step is the team effort being engaged in by HHS/CPS and school Probation Officers in Marin City to engage families, even those who may not be CPS clients or on caseloads. Not funded through AB 1913 'or anything else,' this is an attempt to give schools the help they've been asking for while serving the community and helping families support their children's educational and social development.

CPS is using some of its Cal Works money to support parents who are not working or don't have jobs helping their kids in school instead of looking for employment.

The Probation Department has contracted with a community based program that offers alternatives to suspension programming for youth on probation who have difficulties in school; it has also collaborated with the Marin County Office of Education (MCOE) to provide probation youth with an academic counselor to facilitate youths' enrolling in the junior college system.

The Community School is moving to a new site and will be what was called "the coolest school ever" because it will provide each kid "what they need to move into their best futures." The new school will engage kids with blended opportunities and more personalized instruction. It will encompass different learning strategies. Each student will have a personal plan and will have teacher work, on-line work and blended work with other professionals and community members and parents. It will be a lab school when the kids aren't there in the evening and will be a positive learning experience all the way around.

Employment: Intersecting with the changes in education, significant advances are also being made in employment-related services including vocational training and the development of internships to familiarize young people with, and prepare them for, the world of work. Helping youth find internships and jobs not only provides a good use of kids' time but also takes care of their needs for money. In addition to helping youth find jobs, agencies are also teaching kids how to interview because 'it takes skills to survive an interview,' and working as 'connectors' to go between the employer and the young person to broker the relationship.

While many of the young people in the justice system are 'woefully ill prepared' to leave high school and function in the community, youth who are placed in internships and/or find jobs, are appreciative of the help and have proven to be less likely to violate the terms of their probation.

A number of employment initiatives are underway in Marin County to try to bridge the employability gap. Among these are:

MCOE's School to Career Partnership, which is showing that it takes a lot of time to work with justice system kids and that it is essential to engage with their families and build in lots of little steps and accomplishments the kids can master. The School to Career Partnership has also allocated money to support technology enabling teachers to support ROP and other efforts to help kids get familiar with the jobs of the future.

HHS' Employment Training Connection, offers internships and is partnering with the School to Career Partnership in developing an extensive network of placements / jobs where kids can do internships.

HHS Business Services Unit is working to encourage employees to hire kids and give them a chance.

The Probation Department has contracted for a *Job Developer* to provide employment services for youth on probation who are interested in employment possibilities. Dan Daniels, said to be "the best Job Developer around," is working at Juvenile Services and spending a great deal of time in the community as well. Dan touches more than 50 kids a year and it is said that 70% of the kids he had worked with at the time this report was being written have been placed in unpaid internships or regular jobs

Because, as one respondent put it "employment is life changing for kids in a positive way," HHS has provided additional support for this program. Starting in July 2013 a

bilingual support person was hired to help Dan with paper work, tracking kids, doing assessments, doing workshops and etc. The following is representative of interviewees' comments about the job development and employment services efforts.

Dan Daniels is terrific at getting kids jobs or internships; he doesn't give up on kids.

We need to keep working to get employers to hire kids. HHS pays up to 6 months of wages for kids to learn how to be employed and to teach employers to work with people they may not like the look of at first or who might not appear to be 'acceptable.'

HHS' employment and training effort is really effective; Racy is particularly good with young kids, getting them helped before they get in a lot of trouble.

Summer employment makes a big difference because kids get in more trouble in the summer than during the school year so the *Phoenix Project* continues its resource and connection center efforts to help kids and families get the services they need.

Civic Center Volunteers, the *School to Career Partnership* and other internship efforts are great. The Public Defender's Office is working with Probation to have more interns this summer and to develop an internship curriculum at the CCS.

Internships are valuable because "kids in internships become adults overnight; they don't see themselves as part of the criminal class but rather as part of the positive adult world. They begin to see the security of work, the reason for getting up in the morning, the satisfaction at the end of the day and the sense of socializing in an adult way."

Mental Health: Marin County has a strong array of mental health programs and services for youth. Nonetheless, agencies continue to look at ways to augment and improve what is available because, while mental health diversion programs' numbers are down, clients' needs for mental health services 'have gone thru the roof.' Mental health professionals estimate that the number of youth and their families needing mental health services has almost tripled in recent years. They're seeing a dramatic increase in mood disorders and a lot of anxiety disorders, including PTSD, for kids who have experienced or witnessed traumatic events like domestic violence in the home.

The *Children's System of Care*, now known as the *Youth Empowerment Program*, provides comprehensive services to youth and families in combination with the PORTAL Program in Juvenile Hall and for kids on probation supervision. Youth Empowerment is

trying to remove institutional barriers to service, extend its wraparound services and advance its outreach by going into the community, to the kids and families, in addition to having them come to the 'shrink's' offices.

Community Mental Health has effective programs that work with youth, as does *Family Connections*, but a system-wide gap in services that should be addressed surrounds young defendants found incapable of participating in their own defense; such a finding by the Court often leads to 'next to nothing.' As was noted in the 2008 update and in many of the interviews, there are no mental health hospitals for youth as exist for adults. There is no adolescent psychiatric unit, no viable mental health placements for seriously mentally ill kids or kids with serious offenses who need to be in some kind of placement. Moreover, there are precious few services for youngsters who are developmentally delayed, although some few kids do get services through the Golden Gate Regional Center.

Interviewees suggested that agencies collaborate to:

Establish a living environment or environments that teach mentally ill youth how to be healthy, safe adults and seek to help people transition to independent living.

Develop independent living environment(s) with group counselors who can help youth and hold them accountable for learning to take care of themselves, spend their time productively, manage their medication, manage their money and so forth.

Many of the adults in mental health placements are in the STAR Court. As was suggested in the 2008 update and again in the recent interviews, creating a STAR Court for juveniles would provide a valuable addition to the array of existing mental health services. Such a court would also be beneficial in dealing with those young people who have dual mental health / substance abuse diagnoses.

Substance Abuse: As with education, employment and mental health, what is in place by way of substance abuse services is solid but could be augmented with new and/or emerging practices and interventions. Interviewees proposed several innovations to address what they called 'still a huge issue,' substance abuse and the attendant problems related to youths' use and abuse of drugs.

As a first consideration, it was described as important to know what model of treatment is most effective for kids and young people given the fact that not all evidence based practices work with kids. Perhaps approaches that are 'youth friendly' could and should be explored to have more positive effects and outcomes.

One practitioner pointed out that a lot of youngsters are 'self medicating' with hard liquor, cough medicine and the like and starting at very young ages. With regard to harder drugs, many kids begin their substance use in middle school (as young as 13 and 14), so there is a need for services for young and very young people. There should be preventive services and early interventions, ideally before youth get into the justice system.

Among other things, we should be developing more parent and community education about the many aspects of substance abuse, including binge drinking and cannabis related issues.

It was suggested that a Parenting Curriculum might be a useful addition to the services available throughout the County. The suggestion was that, when youth are brought into the justice system, the parents should be required to attend something like drug abuse abatement classes three (3) days a week so that 'the kids are not the only ones who have to learn.' Parents could additionally choose to take on or assist in their own children's care, e.g., helping with IEPs, learning disabilities and so forth.

Noting that there are wonderful services for kids who get into the juvenile justice system (efforts like the *Phoenix Academy* and *multi-dimensional family therapy (MDFT)*, for example), interviewees felt strongly that:

While these programs respond to the kids who plead in Juvenile Drug Court and/or are adjudicated, waiting until a kid is in juvenile court may be too late. The minors who get these services have to 'plead to get in the room.' We'd like to also get to the kids who are not subject to arrest and/or called to the attention of probation.

Particularly for Hispanic youth, there are not enough counselors to help young people deal with their drug problems. Especially for kids who are not arrested or who are looking for help voluntarily, there is very little.

Because dual diagnosis is an issue for about 80% of the kids Community Mental Health sees, CMH is at the beginning stages of creating collaborative interventions for kids with dual diagnoses. But, as one interviewee said, 'kids continue to use, continue to try to manipulate the system so more intensive services are needed as well.' A juvenile version of the STAR Court might be one way to help get needed services to these youth.

Another theme, which was also a concern raised in the 2008 update, is the need for residential services for adolescents. Practitioners are unanimous that it is important to have local residential capacity so youth can get intensive care while maintaining contact with their families, so local staff can work with the youth and his/her family at the same time and so continuity of care can be provided after the in-residence period is completed. It was stressed that residential services would need to be the final step, not an early intervention or preventative resource.

SECTION 4: JUVENILE JUSTICE STRATEGY

Having worked diligently to address the five major goals identified in the 2008 update, the Marin County juvenile justice system is stronger, more cohesive and more collaborative today than it has ever been before. The JJC and other partners are committed to continuing their efforts to enhance services, measure outcomes, identify areas of continuing need and work towards ongoing improvement.

The County's juvenile justice system partners have agreed to continue to work on:

- Enhancing communication and collaboration,
- improving information sharing and outcome measurement through technology,
- Implementing and expanding evidence based and best practices,
- Reducing disproportionate minority contact in and with the juvenile justice system and
- Engaging communities in partnerships

while also

- Widening its focus on youth development and family involvement,
- Introducing additional programming and treatment elements and
- Seeking to meet identified needs in areas such as those described in the previous section of this document.

As has been the case since development of its initial CMJJP in 2000, Marin County is committed to being evidence and strength based, family focused, oriented toward community justice and balanced in terms of offender accountability, competency development and attention to victims. The system continues to leverage existing resources, optimize resource sharing and husband its resources by maintaining what works and modifying or eliminating inefficient or ineffective interventions, programs and services.

Its objectives continue to be those expressed in 2000, i.e., to reduce juvenile crime; prevent juveniles from entering the system (decrease arrest rates, arrests and incarceration); prevent juveniles from re-entering the system (increase successful completions of probation, successful completion of treatment and court-ordered community service, decrease re-arrests, violations of probation and incarceration); reduce drug and alcohol use through primary prevention, intervention and treatment; and improve communication and coordination among and between all service providers.¹⁸

¹⁸ Marin County CMJJP 2000, page 29

APPENDIX A

*MEMBERS OF THE
JUVENILE JUSTICE COORDINATING COUNCIL
AND OTHER
KEY STAKEHOLDERS
INTERVIEWED TO UPDATE THE
COMPREHENSIVE MULTIAGENCY
JUVENILE JUSTICE PLAN*

2013

Susan Adams	Member, Marin County Board of Supervisors
Angela Arenas	Therapist, Health and Human Services
Ed Berberian	District Attorney, Marin County
Mary Jane Burke	Superintendent of Schools, Marin County
Michael Daly	Chief, Marin County Probation Department
Robert Doyle	Sheriff, Marin County
Maite Duran	DMC Coordinator
Felecia Gaston	Director, Phoenix Project of Marin
Matthew Hymel	County Administrative Officer, Marin County
Laura Kantorowski	Chair, Juvenile Justice Delinquency Prevention Commission
Rebecca Kuga	Supervisor, San Rafael Youth Services Bureau & Youth and Family Therapist
Cesar Lagleva	Therapist, Health and Human Services
Kevin Lynch	Director, Juvenile Services, Marin County Probation Department
Racy Ming	Director, Child and Family Services, Social Services
Heather Ravani	Director, Social Services Division, Health and Human Services
Ron Ravani	Deputy District Attorney, District Attorney's Office
Raquel Rose	Assistant Superintendent, Marin County Office of Education
Brian Slattery	Substance Abuse Counselor, Marin Treatment Center
Kim Turner	Chief Executive Officer, Marin County Superior Court
Jose Varela	Public Defender, Marin County
Marissa Wertheimer	Restorative Justice Coordinator, Marin County Probation Department

Dominic Yazzolino

Deputy Sheriff, School Resource Officer, Marin
County Sheriff's Department