

**Juvenile Justice Crime Prevention Act &
Youthful Offender Block Grant (JJCPA-YOBG)**

**FY 2018-19
Consolidated Annual Plan**

Date: May 1, 2018

County Name: San Francisco

Contact Name: Paula Hernandez

Telephone Number: 415-753-7558

E-mail Address: Paula.hernandez@sfgov.org

Instructions:

Government Code Section 30061(b)(4) and Welfare & Institutions Code Section 1961(b) call for consolidation of the annual plans required for JJCPA and YOBG.

Please submit your most up-to-date consolidated plan.

The rest of this document is a standardized template for a consolidated county plan. If you find it helpful to use this template, please do so.

Your submission will be posted, as submitted, to the BSCC website.

Please e-mail your plan to:

JJCPA-YOBG@bscc.ca.gov

Juvenile Justice Plan

Part I. Countywide Service Needs, Priorities and Strategy

- A. Assessment of Existing Services
- B. Identifying and Prioritizing Focus Areas
- C. Juvenile Justice Action Strategy

Part II. Juvenile Justice Crime Prevention Act (JJCPA)

- A. Information Sharing and Data Collection
- B. Funded Programs, Strategies and/or System Enhancements

Part III. Youthful Offender Block Grant (YOBG)

- A. Strategy for Non-707(b) Offenders
- B. Regional Agreements
- C. Funded Programs, Placements, Services, Strategies and/or System Enhancements

Part I. Service Needs, Priorities & Strategy

Authority: Government Code Section 30061(b)(4)(A) The multiagency juvenile justice plan shall include, but not be limited to, all of the following components:

(i) An assessment of existing law enforcement, probation, education, mental health, health, social services, drug and alcohol, and youth services resources that specifically target at-risk juveniles, juvenile offenders, and their families.

(ii) An identification and prioritization of the neighborhoods, schools, and other areas in the community that face a significant public safety risk from juvenile crime, such as gang activity, daylight burglary, late-night robbery, vandalism, truancy, controlled substances sales, firearm-related violence, and juvenile substance abuse and alcohol use.

(iii) A local juvenile justice action strategy that provides for a continuum of responses to juvenile crime and delinquency and demonstrates a collaborative and integrated approach for implementing a system of swift, certain, and graduated responses for at-risk youth and juvenile offenders.

Government Code Section 30061(b)(4)(B)(ii) Collaborate and integrate services of all the resources set forth in clause (i) of subparagraph (A), to the extent appropriate.

A. Assessment of Existing Services

Include here an assessment of existing law enforcement, probation, education, mental health, health, social services, drug and alcohol, and youth services resources that specifically target at-risk juveniles, juvenile offenders, and their families.

In March 2017, the City and County of San Francisco submitted the Comprehensive Multi-Agency Local Action Plan: Strategies for San Francisco Juvenile Justice to the Board of State and Community Corrections. This plan included the assessment of services that target at-risk juveniles, juvenile offenders, and their family.

The plan includes several data sections that include information on demographics, data on juvenile offenses and arrests, race/ethnicity of youth in the system compared to the youth population in San Francisco and information on detention utilization as well as characteristics of current youth programs and participants.

The plan also details current investments and methods for information collection and findings that were used to inform the implementation strategies at both the system and direct service level. The final LAP is listed as Appendix A.

Describe what approach will be used to facilitate collaboration amongst the organizations listed above and support the integration of services.

The San Francisco Juvenile Probation Department will continue to work in close collaboration with the Department of Children Youth and Their Families (DCYF) to develop the key priority areas identified in the Local Action Plan. Key highlights include ensuring service connection and coordination as well as training and support for the justice enforcement partners and community based organizations.

As a result of the recommendations from the Local Action Plan, DCYF administered grants under the 2018-2023 Request for Funding Proposals. Justice Services is one of the priority Service Areas of funding. Of the 33 programs 11 will be supported with funding from JJCPA. Contracts will be administered by DCYF and will begin July 1st. DCYF and Juvenile Probation Department will participate in regular meetings with several key enforcement partners, identified in the Local Action Plan to ensure coordination and collaboration. Lastly, both departments will continue working in partnership on the Juvenile Justice Coordinating Council to fulfill the commitment outlined in the Location Action Plan.

B. Identifying and Prioritizing Focus Areas

Identify and prioritize the neighborhoods, schools, and other areas of the county that face the most significant public safety risk from juvenile crime.

The Local Action Plan highlighted several key findings that include demographic data on youth involved in juvenile crime. Findings include that there is disproportionate contact at the neighborhood level and while young people in San Francisco's Bayview-Hunters Point only make up 9.3% of San Francisco's youth population they account for 17% of all referrals to Juvenile Probation Department. Similarly, though young people in Visitacion Valley only make up 3.6% of San Francisco's youth population they made up 8% of JPD's referrals.

Findings also include that young people in current programs live overwhelmingly in Bayview-Hunters Point (19.4%). Other neighborhoods with high proportions of the VPI participant population are the Mission (7.2%), Visitacion Valley (7.1%), the Tenderloin (5.6%), South of Market (5.1%) and the Excelsior (4.8%).

C. Juvenile Justice Action Strategy

Describe your county's juvenile justice action strategy. Include an explanation of your county's continuum of responses to juvenile crime and delinquency as well as a description of the approach used to ensure a collaborative and integrated approach for implementing a system of swift, certain, and graduated responses for at-risk youth and juvenile offenders.

As outlined in the Local Action Plan San Francisco will focus on priority strategies at the system-level and direct service level. At the system-level strategies include refining policies and practices as well as reviewing the Continuum of Care Reform, service connection and coordination, supporting a trained and supported workforce; and collaboration and connection. At the direct service level strategies include refining the alternatives to formal involvement & incarceration; alternative education; quality programming; and whole family engagement.

Direct service strategies will support quality programming that is designed to keep youth from deeper involvement in the justice system and to successfully complete court requirements; provide opportunities for justice-involved youth to engage in educational opportunities and positive skill building activities. DCYF Justice Services Service Areas include Cultural Programming, Detention Based Services, Girls' and Young Women's Programming, and Multi Service.

Part II. Juvenile Justice Crime Prevention Act (JJCPA)

Authority: Government Code Section 30061(b)(4)(B) Programs, strategies, and system enhancements proposed to be funded under this chapter shall satisfy all of the following requirements:

(i) Be based on programs and approaches that have been demonstrated to be effective in reducing delinquency and addressing juvenile crime for any elements of response to juvenile crime and delinquency, including prevention, intervention, suppression, and incapacitation.

(iii) – Employ information sharing systems to ensure that county actions are fully coordinated, and designed to provide data for measuring the success of juvenile justice programs and strategies.”

Government Code Section 30061(b)(4)(A) The multiagency juvenile justice plan shall include, but not be limited to, all of the following components:

(iv) A description of the programs, strategies, or system enhancements that are proposed to be funded pursuant to this subparagraph.

A. Information Sharing and Data

Describe your information systems and their ability to facilitate the sharing of data across agencies within your county. Describe the data obtained through these systems and how those data are used to measure the success of juvenile justice programs and strategies.

Agencies within our county use several information systems to measure the success of juvenile justice programs and strategies. The San Francisco Department of Children, Youth and Their Families (DCYF) uses its Contract Management System (CMS) to track participation in juvenile justice programs. The CMS captures information such as participant demographics, frequency and intensity of participation, and types of services received. The San Francisco Juvenile Probation Department uses its Juvenile Justice Information System (JJIS) to track information related to juveniles referred to the department for screening. This information includes demographic data, family history, contact dates, charges filed, petitions filed, petitions sustained, dispositions, and release dates. To facilitate the sharing of data across agencies, Mission Analytics Group, a research and evaluation firm under contract with the DCYF, has obtained a court order from the Superior Court of California allowing access to confidential JJIS data. Mission Analytics Group regularly matches JJIS data with CMS data to understand and assess the impact of juvenile justice programs and strategies on participant outcomes, including but not limited to, systems involvement, recidivism, and probation completion. Additionally, the matched data is used to understand and enhance referrals to supportive services and coordination among the public and non-profit agencies supporting youth involved in juvenile justice programming.

B. Funded Programs, Strategies and/or System Enhancements

Using the template on the next page, describe each program, strategy and/or system enhancement that will be supported with funding from JJPCA, identifying anything that is co-funded with Youthful Offender Block Grant (YOBG) moneys.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Hunters Point Family: Youth Justice Services
Strategy: Cultural Programming

Evidence Upon Which It Is Based:

DCYF's Justice Services Service Area seeks to support a continuum of services for justice system-involved youth and disconnected TAY. The aim of the service area is to prevent further youth engagement in the justice system and reduce rates of youth recidivism through connection to adult allies, culturally relevant programming, ongoing case management, access to positive skill building activities and whole family engagement. Services will be provided in partnership with the juvenile and adult justice systems and take place in system facilities as well as community-based settings. The DCYF Justice Services Service Area strategy for **Cultural Programming Strategy** is designed to address the unique needs of youth of color involved in the juvenile or adult criminal justice systems.

Description:

The Hunters Point Family Youth Justice Services (HPF) program will provide services at the HPF program sites (Bayview Safe Haven, Oakdale, and Peacekeepers). Services will be culturally based and designed to redirect youth from involvement in gang/turf disputes and/or delinquent behavior by providing individualized support through family-like relationships with staff and peers. Case management will be provided and includes development of case plans in collaboration with the Juvenile Justice system staff. HPF Case Managers will provide individualized advocacy, support SF Juvenile Probation Department case plans, track services and monitor participant compliance. Staff will accompany youth to all court appointments and required meetings. Staff will access and coordinate concurrent services in mental and medical health and other systems. Case Managers conduct an intake process to determine the specific support services needed from the program. Activities will be based on initial risk factor assessments in the areas of family, education, system involvement, psycho-social functioning, vocational needs, substance abuse, mental health, and physical health. On-site program services are offered Monday-Friday. Programming includes daily academic/tutorial support and evening enrichment activities, weekly leadership and life skills groups and recreational outings. As needed, Case Managers enroll participants in other HPF programs related to workforce development.

This program is not co-funded with Youthful Offender Block Grant (YOBG) moneys.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Each One Reach One: ADAPT
Strategy: Detention Based Services

Evidence Upon Which It Is Based:

DCYF's Justice Services Service Area seeks to support a continuum of services for justice system-involved youth and disconnected TAY. The aim of the service area is to prevent further youth engagement in the justice system and reduce rates of youth recidivism through connection to adult allies, culturally relevant programming, ongoing case management, access to positive skill building activities and whole family engagement. Services will be provided in partnership with the juvenile and adult justice systems and take place in system facilities as well as community-based settings. The DCYF Justice Services Service Area strategy for **Detention Based Services** is designed to support programs that help build pro-social skills and resiliency for youth and disconnected TAY in detention.

Description:

The ADAPT (A Dream and Plan for Tomorrow) Program model will incorporate the following programs:

- 1) The PLAYWRITING PROGRAM which pairs professional theater artist one-on-one with youth to create an original one-act, two-character (non-human) play. Utilizing non-human characters creates a safe space to share personal, traumatic stories. Professional actors perform staged-readings of their completed plays inside the facility/school before a live audience including family, creating a strong family and community building opportunity. The program will conduct 2 programs at JJC annually.
- 2) The ACADEMIC STUDY HALL, will work with youth one-on-one with a trained volunteer tutor. Together, they set and work toward personalized academic goals: graduating high school, earning a GED, or preparing for the college placement tests, or increasing subject knowledge. The program will provide year-round programming one evening per week on the maximum-security boy's unit.
- 3) KEEPING IT SAFE (KIS) will teach crucial health and life skills like the benefits of delaying teen pregnancy, risks of sexual exploitation, gang intervention and prevention strategies, and developing healthy relationships. The program will provide 2-3 programs per year at JJC; 2 programs per year at Log Cabin, each program will have at least three (3) six (6) hour sessions in one week.

This program is not co-funded with Youthful Offender Block Grant (YOBG) moneys.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Each One Reach One: Pathways to Success
Strategy: Detention Based Services

Evidence Upon Which It Is Based:

DCYF's Justice Services Service Area seeks to support a continuum of services for justice system-involved youth and disconnected TAY. The aim of the service area is to prevent further youth engagement in the justice system and reduce rates of youth recidivism through connection to adult allies, culturally relevant programming, ongoing case management, access to positive skill building activities and whole family engagement. Services will be provided in partnership with the juvenile and adult justice systems and take place in system facilities as well as community-based settings. The DCYF Justice Services Service Area strategy for **Detention Based Services** is designed to support programs that help build pro-social skills and resiliency for youth and disconnected TAY in detention.

Description:

This program will address the number of youth who have graduated high school under AB 167, this new program expands the current program and with additional programming inside-out transitional planning for justice involved youth. The program will help youth transition into college, enter the workforce, and reintegrate into their communities. The program will provide a variety of workshop modules, one-on-one mentoring and tutoring, and short-term case management. 1) JJC—5 days per week, 4 hours per day. Sample modules include: • College preparedness—enroll into online college courses, pre-enroll in college, complete financial aid documents, and receive support when designing their college plan (eg what classes to take) • Health and life skills—covering growth mindset, SEL skills, critical thinking, financial literacy, the bystander effect, and gang intervention/prevention strategies • Job readiness training—explore career options; prepare applications, resumes, and cover letters; and earn certificates in career fields, compiled in a digital portfolio for use post release • Digital literacy—utilizing online tools like email and LinkedIn • Pre-enrollment community-based programming where youth would work with some of the same facilitators they worked with inside

This program is not co-funded with Youthful Offender Block Grant (YOBG) moneys.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Mission Neighborhood Center: Young Queens on the Rise

Strategy: Girls' and Young Women's Programming

Evidence Upon Which It Is Based:

DCYF's Justice Services Service Area seeks to support a continuum of services for justice system-involved youth and disconnected TAY. The aim of the service area is to prevent further youth engagement in the justice system and reduce rates of youth recidivism through connection to adult allies, culturally relevant programming, ongoing case management, access to positive skill building activities and whole family engagement. Services will be provided in partnership with the juvenile and adult justice systems and take place in system facilities as well as community-based settings. The DCYF Justice Services Service Area strategy for **Girls' and Young Women's Programming Strategy** is designed to address the unique needs of system-involved girls and disconnected transitional age young women.

Description:

This program provides gender-responsive court-mandated diversion and prevention services, including intensive case management, evening workshops, and enrichment activities, that promote self-esteem and leadership, enhance academic performance, provide anti-violence education and empower young women to make positive choices. The weekly support groups (6-8pm) help girls develop the knowledge, skills, and support systems needed to successfully complete probation, reduce recidivism and risky behaviors, and attain goals. Groups are organized by priority level as determined by the Youth Guidance Center to prevent further system involvement or provide gender-specific services. Case management is designed to reduce involvement with the juvenile justice system. Girls meet with their case manager at least twice a week; school visits address low academic performance and truancy; and home visits increase family support systems. All Nighters, held bi-monthly on Fridays from 6pm-midnight, provide highly structured group/recreational activities during high-risk times. Case management, program design, and assessments are strength-based, family-focused, trauma-informed, relationship-based, and based in restorative justice. The program's strong parent/ caregiver involvement includes parent meetings, newsletters, trainings, advocacy, translation, and other resources for low-income and immigrant families.

This program is not co-funded with Youthful Offender Block Grant (YOBG) moneys.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Special Service for Groups: Occupational Therapy Training Program-SF

Strategy: The Girls' and Young Women's Programming

Evidence Upon Which It Is Based:

DCYF's Justice Services Service Area seeks to support a continuum of services for justice system-involved youth and disconnected TAY. The aim of the service area is to prevent further youth engagement in the justice system and reduce rates of youth recidivism through connection to adult allies, culturally relevant programming, ongoing case management, access to positive skill building activities and whole family engagement. Services will be provided in partnership with the juvenile and adult justice systems and take place in system facilities as well as community-based settings. The DCYF Justice Services Service Area strategy for **Girls' and Young Women's Programming Strategy** is designed to address the unique needs of system-involved girls and disconnected transitional age young women.

Description:

This program works extensively with a large network of agencies serving young women involved in the juvenile justice system in San Francisco. Young women who come into contact with the juvenile justice system have typically experienced extraordinary levels of abuse, neglect, and trauma. The program has responded by creating a gender-specific curriculum that addresses girls' unique needs. OTTP clinicians serve girls in their home, in school, at OTTP which is located in the Western Addition in a turf-neutral setting, at their job sites, and in the community. Utilizing the evidence-based practice of occupational therapy, the program provides occupation-based interventions that pair sensory and cognitive approaches to calm bodies and minds, further develop relationship and communication skills, model emotional management strategies, teach empowerment strategies, and offer proximal support as the young women practice these skills in their daily contexts. Additionally, clients engage in a participatory occupational/vocational assessment to increase self-awareness regarding their interests, values, learning styles, sensory profile, strengths, and growth areas pertaining to setting personal, academic, relationship, and career goals. These goals inform individual therapeutic sessions, and are regularly reviewed and updated as the young women progress through the OTTP program.

This program is not co-funded with Youthful Offender Block Grant (YOBG) moneys.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

CARECEN: Second Chance Youth Program and Tattoo Removal Clinic
Strategy: Multi-Service

Evidence Upon Which It Is Based:

DCYF's Justice Services Service Area seeks to support a continuum of services for justice system-involved youth and disconnected TAY. The aim of the service area is to prevent further youth engagement in the justice system and reduce rates of youth recidivism through connection to adult allies, culturally relevant programming, ongoing case management, access to positive skill building activities and whole family engagement. Services will be provided in partnership with the juvenile and adult justice systems and take place in system facilities as well as community-based settings. The DCYF Justice Services Service Area strategy for **Multi-Service Strategy** is designed to reduce recidivism, ensure successful reentry and help youth and disconnected TAY build the skills and resiliency to prevent further engagement in the juvenile or criminal justice systems.

Description:

CARECEN will connect youth with timely, relevant and measurably impactful services. Youth will receive case management, mental health services, tattoo removal clinic, peer groups and enrichment activities. Intensive Case Management Youth will work with case managers towards achieving individual goals and navigating the justice system. The program will work to support increased safe choice making, reduced recidivism, and sustained connections to needed resources/activities to support personal success and health. Mental Health Services Individual and family therapy will also be included for youth/family. Peer Support Groups Youth will explore identity and self through Jóven Noble & Xinachtli (women centered) workshops and group activities. There will be weekly gender-centered groups, and Friday night mixed peer groups. Arts Education/Enrichment Hijos del Fuego drumming session are also included. Youth will learn silk-screening, mural painting, printmaking, beading, and engage in hands-on exploration with local artists and community leaders. Summer Field Trips will be focused on physical activity and outdoor exploration. The Summer Internship Youth will learn work place etiquette, basic computer skills, shadow staff, time-management and other soft-skills and tattoo removal clinic support will be available.

This program is not co-funded with Youthful Offender Block Grant (YOBG) moneys.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

CYC: Asian Pacific Islander Violence Prevention Services
Strategy: Multi-Service

Evidence Upon Which It Is Based:

DCYF's Justice Services Service Area seeks to support a continuum of services for justice system-involved youth and disconnected TAY. The aim of the service area is to prevent further youth engagement in the justice system and reduce rates of youth recidivism through connection to adult allies, culturally relevant programming, ongoing case management, access to positive skill building activities and whole family engagement. Services will be provided in partnership with the juvenile and adult justice systems and take place in system facilities as well as community-based settings. The DCYF Justice Services Service Area strategy for **Multi-Service Strategy** is designed to reduce recidivism, ensure successful reentry and help youth and disconnected TAY build the skills and resiliency to prevent further engagement in the juvenile or criminal justice systems.

Description:

API Violence Prevention Services (APIVPS) will provide case management and services/supports at community-based sites that are safe and accessible to youth/TAY. SEL Workshops, case management and individual and family therapy will be provided at sites including CYC's three offices, partnering community-based organizations such as Samoan Community Development Center, Juvenile Justice Center, Community Assessment Referral Center, etc. Home visits to a youth's family will also be conducted. Psychiatric services will be provided by CYC's Clinical Director. Using the Child and Adolescent Needs and Strengths Methodology (CANS), intake and assessment will be conducted for information to determine appropriate intervention services and activities. CYC's Care Manager will work with the police department, Juvenile/Adult Probation Department, and District Attorney's Office on the release plan for youth who have been referred to CYC for case management. Cognitive Behavioral Therapy and Motivational Interviewing counseling style will be used for eliciting behavioral change. SEL focused culturally competent workshops (conflict resolution, bullying, anger management, emotional regulation, harassment, assertive communication, time management, goal setting, etc.) will be provided along with interactive activities and community service. Referrals to other services will be made as needed.

This program is not co-funded with Youthful Offender Block Grant (YOBG) moneys.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

BACR/CHALK: Reset
Strategy: Multi-Service

Evidence Upon Which It Is Based:

DCYF's Justice Services Service Area seeks to support a continuum of services for justice system-involved youth and disconnected TAY. The aim of the service area is to prevent further youth engagement in the justice system and reduce rates of youth recidivism through connection to adult allies, culturally relevant programming, ongoing case management, access to positive skill building activities and whole family engagement. Services will be provided in partnership with the juvenile and adult justice systems and take place in system facilities as well as community-based settings. The DCYF Justice Services Service Area strategy for **Multi-Service Strategy** is designed to reduce recidivism, ensure successful reentry and help youth and disconnected TAY build the skills and resiliency to prevent further engagement in the juvenile or criminal justice systems.

Description:

RESET Collaborative services will include: In-custody assessments, case management & reentry planning. RESET staff work with District Attorney, defense counsel & court to craft alternative sentencing & create reentry plans. Staff work with youth to help them avoid recidivism, address safety issues, access support, & ensure that they follow probation requirements. Post-release case management connects youth to needed services/resources. Partners deliver services at their sites, including mental health counseling. Staff coordinate closely with youths' probation officers. There will be an evidence-based Thinking for Change (T4C) Cognitive Behavior Modification Training at partner sites, juvenile hall and in the adult reentry pod, provides youth with training in resistance skills, consequential thinking and conflict resolution. A girls group at partner sites & juvenile hall that support young women with sessions focusing on self-discovery, body image, & self-esteem. The program will partner with 5 Keys to provide HS & GED education at RESET partner sites & in custody. Additional collaborative partners will be leveraged to offer subsidized employment slots placing participants in high-growth sectors as well as offer placements for youth in permanent jobs. Culturally specific programming includes services tailored to the needs of Black, Latinx & Pacific Islander youth - sweats, culture-focused peer groups, holistic healing.

This program is not co-funded with Youthful Offender Block Grant (YOBG) moneys.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Sunset: Justice Services
Strategy: Multi-Service

Evidence Upon Which It Is Based:

DCYF's Justice Services Service Area seeks to support a continuum of services for justice system-involved youth and disconnected TAY. The aim of the service area is to prevent further youth engagement in the justice system and reduce rates of youth recidivism through connection to adult allies, culturally relevant programming, ongoing case management, access to positive skill building activities and whole family engagement. Services will be provided in partnership with the juvenile and adult justice systems and take place in system facilities as well as community-based settings. The DCYF Justice Services Service Area strategy for **Multi-Service Strategy** is designed to reduce recidivism, ensure successful reentry and help youth and disconnected TAY build the skills and resiliency to prevent further engagement in the juvenile or criminal justice systems.

Description:

This program offers supportive relationships, access to other programs, and critical services under one roof, including: 1) Case management to help young people remove barriers, build social and resiliency skills, make positive choices, and become active agents in their education, employment, and future • Weekly trauma-recovery groups to reduce interpersonal violence and promote recovery, healing, and growth. 2) • 5 Keys charter school teachers will be on-site with youth and can work towards a diploma or GED • A therapist, in partnership will offer weekly individual and group counseling • Family Support Services will help families navigate systems, provide crisis counseling, family outings, parenting classes, groceries, haircuts, and more 3) • The Detention-based arts program, offering digital arts in Juvenile Hall/The Ranch to create paths to relationship and services upon a youth's release • Training & employment for justice-involved youth: - Upstar Records, offering employment at The Ranch and community re-entry support 4) - Clear Path TAY Program, in partnership with the YA Court and the CA Academy of Sciences, providing a 20- week training and employment track 5) Access to: • Digital Arts program, providing audio recording and digital filmmaking training • Workforce development program, offering barrier removal, training, and paid employment

This program is not co-funded with Youthful Offender Block Grant (YOBG) moneys.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

United Playaz: United Playaz Violence Intervention
Strategy: Multi-Service

Evidence Upon Which It Is Based:

DCYF's Justice Services Service Area seeks to support a continuum of services for justice system-involved youth and disconnected TAY. The aim of the service area is to prevent further youth engagement in the justice system and reduce rates of youth recidivism through connection to adult allies, culturally relevant programming, ongoing case management, access to positive skill building activities and whole family engagement. Services will be provided in partnership with the juvenile and adult justice systems and take place in system facilities as well as community-based settings. The DCYF Justice Services Service Area strategy for **Multi-Service Strategy** is designed to reduce recidivism, ensure successful reentry and help youth and disconnected TAY build the skills and resiliency to prevent further engagement in the juvenile or criminal justice systems.

Description:

UP serves youth ages 14-24 yrs through individualized case plans and group enrichment activities in 4 program areas: 1) Violence Prevention youth engage in leadership/skill development, civic engagement opportunities, and recreational activities/outings/events; 2) Case Management year-round case management in diversion, intervention, and re-entry/aftercare for system involved youth; 3) Workforce skill development and workforce training, academic assistance with GED/HSE, college enrollment, and placements in vocational training programs assisting TAY; 4) Enrichment Opportunities are woven into weekly schedule of activities and are offered in 2 parts: Student directed life skills cohorts and Social Emotional Learning and Life Skill Enrichment. Enrichment is presented in 4-8 week modules focusing on a particular skill or content area germane to that cohort. Direct services take place with youth during the school year, as well the summer months and out of school time, in schools and at UP Clubhouse. Activities include academic support, leadership/life skills, music, art, family support, workforce and community engagement, and outings. Programs include wrap-around services and referral to ancillary services as part of a continuum of care keeping participants from re-entering the justice system.

This program is not co-funded with Youthful Offender Block Grant (YOBG) moneys.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

YCD: Re-Entry Integrative Services for Employment (RISE)
Strategy: Multi-Service

Evidence Upon Which It Is Based:

DCYF's Justice Services Service Area seeks to support a continuum of services for justice system-involved youth and disconnected TAY. The aim of the service area is to prevent further youth engagement in the justice system and reduce rates of youth recidivism through connection to adult allies, culturally relevant programming, ongoing case management, access to positive skill building activities and whole family engagement. Services will be provided in partnership with the juvenile and adult justice systems and take place in system facilities as well as community-based settings. The DCYF Justice Services Service Area strategy for **Multi-Service Strategy** is designed to reduce recidivism, ensure successful reentry and help youth and disconnected TAY build the skills and resiliency to prevent further engagement in the juvenile or criminal justice systems.

Description:

YCD's goal is to reduce youth recidivism rates and further involvement in the criminal justice system by providing intentional and coordinated efforts to assist justice involved youth with an alternative to detention. Through a holistic approach of community re-entry and transition, YCD will provide intensive supervision and community monitoring for pre-adjudicated youth. Intensive supervision commences from the time of release until probation disposition; following arrest and adjudication hearings. Community monitoring includes the supervision of court orders, but not limited to: daily curfew calls, contact visits, weekly school and jobsite visits, educational assessments and academic monitoring. Academic monitoring ensures adherence of student's individual education plans (IEPs), Student Study Teams (SSTs) for special needs students, and goal setting. Prior to disposition, a plan is created to best meet the needs of the youth, providing a direct referral to an in house case manager for aftercare and wrap around services. Throughout the program the client will participate in various workshops and experiential outings focused on life skills, job readiness, and career exploration aligned with their interest. In addition to serving the youth, various resources and supportive services will be offered to parents, to increase engagement and assistance navigating the justice systems.

This program is not co-funded with Youthful Offender Block Grant (YOBG) moneys.

Part III. Youthful Offender Block Grant (YOBG)

Authority: Welfare & Institutions Code Section 1961(a) – On or before May 1 of each year, each county shall prepare and submit to the Board of State and Community Corrections a Juvenile Justice Development Plan on its proposed programs, strategies, and system enhancements for the next fiscal year from the Youthful Offender Block Grant Fund described in Section 1951. The plan shall include all of the following:

(1) A description of the programs, placements, services, strategies, and system enhancements to be funded by the block grant allocation pursuant to this chapter, including, but not limited to, the programs, tools, and strategies outlined in Section 1960.

(2) A description of how the plan relates to or supports the county’s overall strategy for dealing with youthful offenders who have not committed an offense described in subdivision (b) of Section 707, and who are no longer eligible for commitment to the Division of Juvenile Facilities under Section 733 as of September 1, 2007.

(3) A description of any regional agreements or arrangements to be supported by the block grant allocation pursuant to this chapter.

(4) A description of how the programs, placements, services, or strategies identified in the plan coordinate with multiagency juvenile justice plans and programs under paragraph (4) of subdivision (b) of Section 30061 of the Government Code.

A. Strategy for Non-707(b) Offenders

Describe your county’s overall strategy for dealing with non-707(b) youthful offenders who are not eligible for commitment to the Division of Juvenile Justice. Explain how this Plan relates to or supports that strategy.

The City and County of San Francisco partially remodeled and restored its’ Log Cabin Ranch facility to serve as a dispositional option for non-707(b) offenders. This 600-acre parcel nestled in the hills of La Honda provides a contemplative environment removed from the stressors of The City while remaining close enough to focus on transition planning, family reunification, and aftercare. With its cohort-based model, LCR has the flexibility to serve a wide range of youth. While San Francisco has historically sent few youth to DJJ facilities, it has over relied on out-of-home placements as a dispositional option for non-707(b) offenders. San Francisco continues to strive to reduce out of home placements.

The facility itself, built in the 1950’s, has been in need of upkeep and repair to continue to remain as home-like as possible. The staff secure open pods are furnished with bedding, seating, and other home goods purchased from home stores to avoid the tone of a detention center. Staff are all trained in and employ the Missouri Model of youth management as well as incorporating strength-based treatment and behavior programming called The R.E.P.S. Model at Log Cabin Ranch (Respect, Effective Communication, Positive Behavior, and maintaining a Safe Environment). The R.E.P.S. Model at Log Cabin Ranch specifically addresses treatment needs for our youth, all of which have components directly associated to the Restorative Justice Model. Log Cabin Ranch also introduces youth to pro-social awareness outings specific to the bay area such as sailing and annual visits to

Monterey Bay Aquarium, Ano Nuevo State Park to visit the elephant seals and other seasonal outings. Log Cabin Ranch also provides educational, vocational, medical, mental health, and physical fitness to complement our therapeutic programming.

Upon a youth's transition back to the community, San Francisco established the Juvenile Collaborative Reentry Unit (JCRU), which is a fully-staffed probation unit dedicated to reentry and after care planning for youth returning from Log Cabin Ranch and out-of-home placement. JCRU is based on a three-year pilot focused on youth returning from out-of-home placement. The successful pilot indicated dramatic improvements in outcomes for participating youth including significant reductions in recidivism.

B. Regional Agreements

Describe any regional agreements or arrangements to be supported with YOBG funds.

Not Applicable

C. Funded Programs, Placements, Services, Strategies and/or System Enhancements

Using the template on the next page, describe the programs, placements, services, strategies, and system enhancements to be funded through the YOBG program. Explain how they complement or coordinate with the programs, strategies and system enhancements to be funded through the JJCPA program.

YOBG Funded Program, Placement, Service, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, placement, service, strategy, and system enhancement you plan to fund next year.

Program Name:

Imagine Bus and Programming at Log Cabin Ranch

Nature of Coordination with JJCPA:

Youth are referred to Log Cabin Ranch when there is a serious risk to youth or public safety by youth remaining in their home. A range of programming exists to provide pro-social and normalizing experiences to meet the needs of the young men as well as provide comprehensive youth development services.

By introducing art materials, techniques, and the creative process in a formal large group setting, youth are exposed to positive methods for expression and communication and are inspired to discover their best-selves and yearn for a positive future.

Description:

The Imagine Bus Program Youth Studio engages youth committed to Log Cabin Ranch with using fine art for them to build upon life-skills they need to reduce their risk of recidivism. Each 90-minute session begins with an introduction to a life-skill that explicitly builds upon the most common criminogenic factors that lead to repeat offenses (anti-social thinking, temperament, and associates) as well as the important non-cognitive skills like communication, decision-making, and empathy needed to be successful. The youth then engage in a corresponding fine art-project taught by community-based Teaching Artists who serve as strong role models and informal mentors.

YOBG Funded Program, Placement, Service, Strategy and/or System Enhancement

Program Name:

Individual Mental Health Counseling at Log Cabin Ranch

Nature of Coordination with JJCPA:

San Francisco Juvenile Probation Department works in close partnership with the Department of Public Health ensure to mental health and substance abuse education and treatment needs of youth in our care are closely met and transition back to the community with consistent service providers who are known to our youth and their families.

Description:

The mental health team consists of two behavioral health clinicians and psychiatrist. On-site behavioral health services are available five days a week (including Sundays) at Log Cabin Ranch. An on-call psychiatrist and behavioral health clinician is always available for consultation after hours and on holidays. The behavioral health team provides Child Adolescent Needs & Strengths (CANS) initial and re-assessments and treatment plans; crisis intervention and management; psychiatric and medication evaluations and treatment; and individual, group, and family counseling, including Anger Replacement Training (ART) and Trauma-Focused CBT (TF-CBT) for every youth at LCR. San Francisco Juvenile Probation Department is in constant communication with San Francisco Department of Public Health toward the aim of providing for the youths' needs while they are in placement and participate in weekly multi-disciplinary case review team meetings (CRT) and other meetings as necessary to coordinate treatment and aftercare planning.

YOBG Funded Program, Placement, Service, Strategy and/or System Enhancement

Program Name:

Vocational Training and Job Readiness at Log Cabin Ranch and JJC

Nature of Coordination with JJCPA:

Focusing on pro-social skill and vocational training, specialized food handling and business operation strategies will be delivered to youth and the Juvenile Justice Center and Log Cabins. These programs exist based on partnerships with Old Skool Café and San Francisco Conservation Corps.

Description:

Youth who are able to work in an environment designed for food service will be empowered and inspired to engage in employment and education opportunities. Through comprehensive preparation and training techniques targeted towards enhancing workforce readiness coupled with an inclusive set of additional services, this program will assist in the removal of employment and education barriers for high-risk youth. Safe food handling construction and business skills are invaluable assets when reintegrating into the community and our partners are able to provide ongoing employment and case management for youth. Log Cabin Ranch has developed a strong community partnership with the San Francisco Conservation Corps (SFCC) which provides comprehensive job readiness, vocational programs, and social skills development to the youth at Log Cabin Ranch. SFCC coordinates with the San Francisco Unified School District to provide project-based learning opportunities for youth as well as provides vocational skills which focus on soft employment skills. Through SFCC, Log Cabin Ranch residents work together to complete projects that are focused on the environment and sustainability. Upon aftercare, those young men that wish to continue their experience with SFCC, may continue their coordinated training and secure employment within the construction industry. The current vocational programming offered by SFCC is Landscape Design and Carpentry. Youth are outfitted in gear to support safety standards and receive certification training consisting of OSHA 10, CPR/First Aid Training and Forklift Certification (must be 18 years old).

YOBG Funded Program, Placement, Service, Strategy and/or System Enhancement

Program Name:

Log Cabin Ranch

Nature of Coordination with JJCPA:

Youth are referred to Log Cabin Ranch when there is a serious risk to youth or public safety by youth remaining in their home. A range of programming exists to provide pro-social and normalizing experiences to meet the needs of the young men as well as provide comprehensive youth development services. Evidence Based programming is offered by facility and ancillary staff.

Description:

The following positions at Log Cabin Ranch are funded with YOBG revenue:

Assistant Director

Senior Counselor

Probation Counselor (6)

Probation Officer

The Log Cabin Ranch has the capacity to serve up to 24 young men between the ages of 14 and 18 years old. The post adjudicated young men are in residence for 8-10 months on average and receive counseling, education, and vocational services. Re-entry plans are established in collaboration between Probation Counselors, Deputy Probation Officers school staff mental health staff, youth and their families and include intensive supervision upon return to the community. In addition, youth who have graduated from high school participate in on line college classes and enhanced vocational training. The Log Cabin Ranch model is based on the Missouri Model, a national best practice for juvenile detention and camp facilities that focuses on self-reflection and group process.

YOBG Funded Program, Placement, Service, Strategy and/or System Enhancement

Program Name:

Alcohol and Drug Treatment

Nature of Coordination with JJCPA:

Youth who participate in individual and group substance abuse treatment and prevention based on a screening for the severity of addiction, mental health issues, and tobacco/nicotine use are more likely to return to their homes with successful strategies to maintain sobriety.

Description:

All residents at LCR are screened for severity of addiction, mental health issues, and tobacco/nicotine use. In coordination with mental health services and dependent upon substance abuse needs, each young man is provided the opportunity to participate in Substance Abuse group counseling to address their abuse/chemical dependency needs. Both group and individual counseling is offered at Log Cabin Ranch and the program milieu used is the evidence-based, Seeking Safety Curriculum which addresses both trauma and substance abuse. Prior to discharge, our clinical staff works with each resident to address aftercare needs to identify support systems and relapse prevention planning for each resident prior to their release back to the community.

YOBG Funded Program, Placement, Service, Strategy and/or System Enhancement

Program Name:

Capital Improvements for facilities housing youth

Nature of Coordination with JJCPA:

Ensuring safety for our youth in a pleasant and well maintained environment is conducive to improving social skills, cognitive development, and reducing stress and trauma to allow youth to reflect and develop socially appropriate coping skills, decision making skills and anger management techniques.

Description:

Built in the 1950's, the Log Cabin Ranch and its capital infrastructure and support systems are in constant disrepair. Funds will ensure the safety, security, and comfort of our youth and staff are provided for. Small repair or construction projects such as repainting and repairing exteriors or assisting with repairs to the water and wastewater treatment facility are accomplished with capital improvement funds.

Funds will also be used to improve a multi-use recreational outdoor sports field at the Juvenile Justice Center. The current field is in need of resurfacing to ensure a level that useable so youth can play and compete in various large muscle activities including soccer flag football, volleyball, and kickball.

Finally, the opening of culinary program will empower and inspire residents in the Juvenile Justice Center and Log Cabin Ranch in an effort to engage in employment and education opportunities. Facilities that exist need to be updated to meet approve California Uniform Retail Food Standards.

YOBG Funded Program, Placement, Service, Strategy and/or System Enhancement

Program Name:

Monetary Incentives

Nature of Coordination with JJCPA:

The Department is currently piloting an agency specific system for Sanctions and Incentives. Incentives will include small food items or celebrations for youth demonstrating success. Funding is intended for youth on probation. Small gift cards may be used in compliance with City and County Policy.

Description:

Probation has traditionally relied upon sanctions to detour criminogenic behavior. However, best practices indicate rewarding positive choices may increase positive outcomes than discipline alone. Sanctions alone have proven to be an ineffective intervention for offenders and a graduated range of rewards given for meeting predetermined goals can be an effective strategy. It is just as important to recognize and reinforce progress toward responsible choices. Monetary incentives will be added to a comprehensive menu of motivational rewards.

YOBG Funded Program, Placement, Service, Strategy and/or System Enhancement

Program Name:

Security Cameras in the Juvenile Justice Center

Nature of Coordination with JJCPA:

Providing a safe and secure environment is conducive to productive learning and efficient operational management. A safe environment ensures programs operate without unnecessary interruption.

Description:

The upgrading of the antiquated cameras in the Juvenile Justice Center with recordable digital cameras will provide greater coverage and enhanced security in the facility overall improving safety outcomes for staff, youth and visitors. In addition to eliminating blind spots in the facility, increasing numbers and quality of cameras complies with PREA requirements. There currently exist non-recording cameras and an upgrade to the system will enhance youth, staff and visitor safety as well as expand useable areas within the facility and outside. Units that are currently vacant due to low population) are being converted to create areas that are conducive to specialized technical training and improve pro-social interacting in a homelike environment. These areas are also included in the over-all camera upgrade.

YOBG Funded Program, Placement, Service, Strategy and/or System Enhancement

Program Name:

Pro-social summer activities

Nature of Coordination with JJCPA:

San Francisco Juvenile Probation Department actively participates in the Mayor's Summer Violence Prevention Reduction program organizing and staffing educational and social fieldtrips for justice involved youth.

Description:

Although SFJPD has participated in and referred youth to summer cognitive and education programs, the Department continues to strive to provide positive and rewarding activities during the summer months. San Francisco is a County that is rich with varied activities like professional sports, aquariums and technology firms and the relationship between youth and staff is improved when the contact is something other than traditional curfew calls and Court appearances. These pro-social activities are not easily or readily available to justice involved youth. Entrance into some of these area's is cost prohibitive and free events are enhanced with a special lunch to ensure youth are well fed. The goal is to expose youth to alternative settings broadening their life experiences truly taking advantage of a variety of normalizing activities in the Bay Area.

YOBG Funded Program, Placement, Service, Strategy and/or System Enhancement

Program Name:

Project Pull Promise

Nature of Coordination with JJCPA:

While youth are detained, they are able to improve vocational, employment and technical skills developing transferrable skills and employment that will improved re-entry success. Youth will be required to apply and interview for available positions, maintain regular work hours, benefit from job training as well fiscal management.

Description:

Adapting a unique on-going city program to the security found inside a juvenile hall presents a unique opportunity for vocational and job-readiness for youth in custody when they return to their home community. Project Pull is founded on the belief that young people can be “pulled” into public service by providing structured mentorship to highly motivated high school and college bound students who demonstrated an interest in the fields of architecture, engineering, business and sciences. Youth in juvenile hall will be placed in internships within the JJC to improve skills and characteristics need to be successful in both educational and career pursuits. Youth who apply will have a placement interview, pre-employment training, design competition and modified debate experience.

YOBG Funded Program, Placement, Service, Strategy and/or System Enhancement

Program Name:

Electronic Monitoring

Nature of Coordination with JJCPA:

Youth are closely monitored and held accountable while being able to remain in the community and with their families. Electronic Monitoring is cost-effective, community-based alternative to incarceration providing youth the opportunity to remain in their home and community.

Description:

Youth who are returning to the community upon completion of their programs at Log Cabin Ranch or youth who are released from the Juvenile Justice Center both benefit from the higher level of supervision provided by electronic monitoring. Electronic monitoring is another tool available to ensure community safety using a GPS based system for youth who present a level of high risk to reoffend. This program ensures compliance with provisions of supervision as it relates to graduated sanctions in aiding supervision of a youth. The system is monitored by one Deputy Probation Officer and a Senior Counselor at Log Cabin Ranch, both are able to communicate with youth who have alerts, low batteries, or entered exclusion/inclusion zones.

YOBG Funded Program, Placement, Service, Strategy and/or System Enhancement

Program Name:

Blue Water

Nature of Coordination with JJCPA:

Direct Care staff participate in the sails with additional safety instruction prior to each sail, unique vessel preparation, uniform safety gear to develop a sense of team work coupled with a system of mentoring with each student sailor enhancing the value of building positive relationships.

Description:

Youth in San Francisco are limited by the neighborhoods in which they live and have never been on the San Francisco Bay nor observed their city from it's majestic skyline. This unique opportunity for our youth who are likely prohibited from such experience given lack of opportunity, poverty, and circumstances beyond their control. The Blue Water Sailing Foundation presents a unique opportunity for sailing certification and mentoring to youth that are committed to Log Cabin Ranch as well as aftercare programming for youth released from Log Cabin Ranch. Youth are encouraged to develop personal skills, confidence, teamwork, and an understanding of a world outside the realm of their own neighborhood all while learning the skills of sailing.

YOBG Funded Program, Placement, Service, Strategy and/or System Enhancement

Program Name:

Case Management System – post go live upgrades to expand staff access

Nature of Coordination with JJCPA:

The new system will improve and expedite communication across divisions share information instantaneously, increase efficient work flow, ensure consistency with formatting, and store data with the ultimate goal of improving outcomes for our youth.

Description:

The San Francisco Juvenile Probation Department is currently in the final stages of 6 years of planning for implementation of a new Case Management System to be implemented Departmentwide. The new system will improve and expedite communication across divisions share information instantaneously, increase efficient work flow, ensure consistency with formatting, and store data with the ultimate goal of improving outcomes for our youth. This off-the-shelf system has required modification to meet our Departments needs including management of two juvenile facilities and ensure compliance with juvenile mandated reporting. Expansion on this scale over a significant period of time will result in a need to upgrade licensing for all staff and further modification of some built in forms requiring tailoring to local practices.

YOBG Funded Program, Placement, Service, Strategy and/or System Enhancement

Program Name:

Fee's to CA ID/ Drivers' test at CA DMV

Nature of Coordination with JJCPA:

Youth exiting Log Cabin Ranch, returning to the community from out of home placement, and those who are active in Probation and seek employment and other opportunities in the community often are impeded from successful integration as they are unable to afford the fees associated with a CA ID or CA vehicle license. Additionally, the Probation Department is developing curriculum to education youth about the rules of the road.

Description:

In an effort to advance the Juvenile Probation Departments role in helping to remove barriers for youth in the Juvenile Justice System so that they are better positioned for a more positive future, funds will be used to help obtain California ID cards as well as better prepare youth to obtain a driver's license. Youth often face economic barriers in paying for the California ID fee of \$30. Youth of color, immigrant and LGBTQ face economic barriers that are often amplified by involvement in the Juvenile Justice System.

YOBG Funded Program, Placement, Service, Strategy and/or System Enhancement

Program Name:

Tech Café at Log Cabin Ranch

Nature of Coordination with JJCPA:

Youth who improve technical and vocational skill are more likely to successfully reintegrate into the community.

Description:

The Tech Cafe' at Log Cabin Ranch is our newest program that was designed to provide an after-school resource area for Log Cabin Ranch to conduct online college work, utilize "free" coding programs to enhance computer programming skills, acquire computer skills based certifications for vocational development, and serve as an area to support free time on campus. This area may be utilized for small groups and meetings as well. Log Cabin Ranch has teamed with the Imagine Bus Art Program where art programming has entailed youth completing a mural to further enhance the aesthetics of the Tech Café. The San Francisco Conversation Corps have also been an active resource by dedicating resources and programming to prepare the space used and build rustic computer stations and tables to support our theme. Security measures with our Tech Café, consists of each computer station being monitored by direct care staff using the LanSchool program which allows for staff to monitor each computer station in use and to avoid prohibited sites. Wi-Fi needs to be upgraded to meet the technical requirements of this endeavor.

YOBG Funded Program, Placement, Service, Strategy and/or System Enhancement

Program Name:

Senior Administrative Analyst

Nature of Coordination with JJCPA:

Quality programming that is delivered consistently and effectively to youth based on their needs and delivered by staff who are trained and coached will have greater impact on reducing further system involvement. The analyst will ensure staff are maintaining integrity and standards of evidence-based practices as defined in each curriculum and will coordinate training for staff trainers and provide continued support through quality assurance with coaching exercises for staff.

Description:

A Senior Administrative Analyst will determine need for social, vocational and educational program needs in Juvenile Hall, recruit and manage identified necessary programs, ensure fidelity and quality assurance of all programming, and monitor to maintaining fidelity of curriculum. The analyst will also be expected to collect, analyze and provide data to the Director and management to ensure decisions made are driven by data regarding allocations, resources and staffing as well as maintain policies, best practices and mandated compliance for the institutions.



San Francisco Juvenile Probation Department
375 Woodside Avenue
San Francisco, CA 94127
(415) 753-7556

Department of Children, Youth and Their Families
1390 Market Street
San Francisco, CA 94102
(415) 554-8990

Via e-mail JJCPA-YOBG@bscc.ca.gov

May 1, 2018

Kimberly D. Bushard
Field Representative, Corrections Planning & Grant Programs
Board of State and Community Corrections
2590 Venture Oaks Way, Ste. 200
Sacramento, CA 95833

Re: San Francisco 2018-19 JJCPA-YOBG Submission of Annual Plan

Dear Ms. Bushard:

Please find attached the FY 2018-19 JJCPA-YOBG submission for San Francisco.

As you are aware, San Francisco's Juvenile Justice Coordinating Council (JJCC) undertook the information, gathering, planning, and development process to create a new Comprehensive Multi-Agency Juvenile Justice Plan for justice-involved youth. The Plan will be fully implemented in July of this year with the beginning of the new funding cycles. For the purposes of this application, we have aligned our programs to support the strategies identified in the plan beginning with the FY 2018-19 cycle.

Thank you for the opportunity to submit the SF JJCPA-YOBG annual plan. Please contact Paula Hernandez at SFJPD, or Jasmine Dawson, DCYF if additional information is required.

Sincerely,

A handwritten signature in blue ink, appearing to read "Allen A. Nance".

Allen A. Nance

C: Maria Su, PsyD., Director, DCYF
Jasmine Dawson, Manager, DCYF
Paula Hernandez, Assistant Chief Probation Officer, JPD

Attachments: CCSF Comprehensive Multi-Agency Local Action Plan
JJCPA-YOBG Consolidated Annual Plan



City and County of San Francisco's Comprehensive Multi-agency Local Action Plan: Strategies for San Francisco Juvenile Justice

Approved by San Francisco's Juvenile Justice Coordinating Council

March 2017

Juvenile Probation Department and Department of Children, Youth, and Their Families

Table of Contents

| | |
|---|----|
| I. EXECUTIVE SUMMARY | 4 |
| II. GLOSSARY OF TERMS AND ACRONYMS | 6 |
| III. INTRODUCTION | 7 |
| IV. REVIEW OF 2011 LOCAL ACTION PLAN | 9 |
| V. DETAILS OF CURRENT INVESTMENTS | 15 |
| VI. 2017 LOCAL ACTION PLAN | 16 |
| VII. METHODS FOR INFORMATION COLLECTION FOR 2017 LOCAL ACTION PLAN | 16 |
| VIII. SUMMARY OF FINDINGS FOR 2017 LOCAL ACTION PLAN | 18 |
| IX. FUTURE SYSTEMS & PROGRAMS/REFINED PRIORITY SERVICE AREAS | 21 |
| X. IMPLEMENTATION STRATEGIES | 22 |
| <i>SYSTEM-LEVEL STRATEGIES</i> | 22 |
| <i>DIRECT SERVICE STRATEGIES</i> | 25 |
| APPENDIX A: 2016 JJCC MEMBERSHIP LIST | 28 |
| APPENDIX B: VPI PROGRAMMING EVALUATION REPORTS | 29 |
| APPENDIX C: PROTOCOL FOR INTERVIEWS WITH JJCC MEMBERS | 30 |
| APPENDIX D: QUESTIONS FOR VPI GRANTEE INPUT SESSIONS | 33 |
| APPENDIX E: PROTOCOL FOR FOCUS GROUP WITH YOUNG WOMEN IN JJC | 34 |
| APPENDIX F: PROTOCOL FOR FOCUS GROUP WITH YOUNG MEN IN JJC | 36 |

Table of Figures

| | |
|---|----|
| Figure 1. San Francisco: Selected Demographics, 2014 | 11 |
| Figure 2. Number of Juvenile Offenses by Type, 2005-2014 | 12 |
| Figure 3. Number of Juvenile Arrests by Gender, 2005-2014 | 12 |
| Figure 4. Race/Ethnicity of Youth in Justice System Compared to San Francisco Youth Population (2014) | 13 |
| Figure 5. Key Detention Utilization Indicators by Year (2011-2015) | 14 |
| Figure 6. Characteristics of Youth in VPI Programs..... | 15 |
| Figure 7. Juvenile Justice Characteristics of VPI Participants by Service Area (2015) | 16 |

I. EXECUTIVE SUMMARY

The City and County of San Francisco last revised its Comprehensive Multi-Agency Local Action Plan (LAP) for Juvenile-Justice Involved Youth in 2011. In the last six years, San Francisco has gone through an immense shift with the addition of over 40,000 new residents juxtaposed with a shrinking proportion of youth. Similarly, the overall number of youth referred to the juvenile justice system has significantly declined over the past decade, further evidenced by a juvenile hall population that has dwindled, while the investments in system-involved youth have grown. This dynamic is realized in part due to the increasing complexity of needs for this highly vulnerable population, the commitment to evidence-based practices that require high levels of skill, and a diligent commitment to fidelity. San Francisco has seen a marked decline in the number of arrests and referrals to Juvenile Probation, down 45%, and the number of young people incarcerated in both short- and long-term facilities since the release of our last Local Action Plan. Much of this is the result of very deliberate efforts around the strategies included in the 2011 LAP, both of city agencies and departments along with the tireless efforts of community-based organizations. It is also the result of intentional investments, \$2.3 million from JJCPA funding and \$10 million from DCYF's Children and Youth Fund, along with substantial investments from all juvenile justice system partners across the city.

Though San Francisco has seen encouraging reductions in our system-involved population, these reductions have been uneven at best. The enormous disparate impact on young people of color, especially San Francisco's African-American youth, cannot be ignored. Though African-American children have comprised no more than 12% of San Francisco's youth population since 2005, they have consistently accounted for a disproportionate representation of young people in the juvenile justice system. In 2016, African-American youth represented 54% of the unduplicated referrals to the juvenile justice system. This disproportionality will be the framework for all new and revised LAP strategies.

Through a multitude of information gathering efforts, San Francisco has taken the time to assess current policies, practices, and investments in order to chart the course for the next five years. In this LAP, the city has committed to think creatively and be focused and responsive to the young people in the juvenile justice system and the people that love and care for them. In service to this commitment, this LAP will focus only on young people ages 10-18 who have made formal contact with the system, with the exception of young people 18-21 in or returning from out-of-home or other custodial placements. Additionally, San Francisco will prioritize the use of JJCPA dollars for youth actively involved with the juvenile justice system. At the same time, San Francisco will continue making substantial investments in prevention strategies by accessing resources from other funding streams.

Through this Local Action Plan, San Francisco commits to:

1. Examine and review system policies and practices of all departments and agencies that work with system-involved to ensure that practice and policy align with the City's vision;
2. Support system partners and young people committed to out-of-home placement during implementation of AB 403/Continuum of Care Reform to ensure a seamless a transition to these new legal mandates;
3. Ensure intentional and continuous coordination in and out of custody throughout a young person's involvement in the juvenile justice system, using a continuum of service delivery options;
4. Demonstrate a commitment to work in collaboration and ensure all partners have full knowledge of juvenile justice system processes and evidence-informed practices, are consistent, and provide trauma-informed and culturally relevant services across all touch points of the system;
5. Provide a robust continuum of supervision services that ensure multiple opportunities for young people to engage in community-based services wherever possible, to leave secure custody, and provide complementary services to support young people during their involvement so that they transition into adulthood successfully;

6. Support and include traditional and non-traditional family members throughout their child's system involvement in a meaningful, intentional way so that families have opportunities to address needs and barriers to success, as well as, effectively advocate and provide support for their child during and after system involvement.

Many system partners believe that San Francisco is currently in a moment in which City leadership shares a collective vision for system-involved youth. This Local Action Plan endeavors to address system behaviors in tandem with youth behaviors in service to that vision: that this system is rehabilitative and San Francisco's children deserve the opportunity and their city's full support to transition into adulthood successfully.

II. GLOSSARY OF TERMS AND ACRONYMS

| | |
|---|---|
| AB 403/Continuum Of Care Reform | A new state law that reduces reliance on congregate care while increasing reliance on short-term, therapeutic interventions for young people, particularly applicable to young people committed to out-of-home placements |
| ACEs | Adverse Childhood Experiences |
| CBO | Community-Based Organization |
| Children & Youth Fund | An amendment to San Francisco’s city charter that sets aside 4% of local property tax revenues each year to fund services for children, youth and their families |
| Detention Alternatives | Non-secure programs which increase the options available for arrested youth by providing supervision, structure and accountability in the community instead of a stay in detention |
| Direct Service | Services and programs delivered directly to youth and families |
| Diversion | A program model in which a youth has no further contact with the justice system after point of arrest |
| DPH | Department of Public Health |
| In-Custody | In the detention center |
| JJCC | Juvenile Justice Coordinating Council |
| JJCPA | Juvenile Justice Crime Prevention Act |
| JPD | Juvenile Probation Department |
| Juvenile Justice Center (JJC) | San Francisco’s Detention Center |
| LAP | Local Action Plan |
| Log Cabin Ranch | Residential program for young people from San Francisco who have been adjudicated delinquent |
| Out-of-Home Placement/Custodial Placement | Any post-adjudication placement of a young person that is out of their parent’s custody, i.e. Log Cabin Ranch, group home, Department of Juvenile Justice, etc. |
| SFPD | San Francisco Police Department |
| SFUSD | San Francisco Unified School District |
| TA | Technical Assistance |
| VPI | Violence Prevention & Intervention Strategy |
| VPI Joint Funders | Collaborative body which consists of representatives from DCYF, JPD, and DPH to make strategic and funding decisions regarding system-involved youth in San Francisco |

III. INTRODUCTION

Purpose of Local Action Plan

The Juvenile Justice Crime Prevention Act (JJCPA), created by the Crime Prevention Act of 2000, provides counties across California with a stable funding source for programs and services in local juvenile justice systems. Funds are allocated based on county population and it is recommended that all applicant counties periodically develop, review, and update a Comprehensive Multi-Agency Local Action Plan that addresses and prioritizes gaps in a continuum of services that reduce delinquent behavior and address juvenile crime. This plan is crafted by a multiagency collaborative body, the Juvenile Justice Coordinating Council (JJCC), which includes members from county agencies representing law enforcement, probation, prosecution, public defense, juvenile court, education, mental and physical health, and social services as well as representatives from community based youth-centered programs and young people with experience in the juvenile justice system.

The Local Action Plan includes an assessment of existing resources that target juvenile offenders and their families, strategies to reduce juvenile delinquency, and strategies to address underlying risk factors for youth who are referred to the juvenile justice system. Additionally, the Local Action Plan outlines how San Francisco ensures collaboration in service to this population.

Why San Francisco is Revising Now

San Francisco last updated its Local Action Plan in 2011. Since then, San Francisco has gone through a period of immense growth with the addition of over 40,000 new residents since 2011, an over 9% growth in the city's total population¹. The technology boom has changed the landscape of the city, driving a decrease in the percentage of children and youth in San Francisco as compared to the population as a whole. During the same time, the population in the Juvenile Justice Center, San Francisco's detention center, has witnessed a 39% reduction in admissions in 2015 compared to 2011². Despite this decrease in the system-involved population, disparities persist with a portion of young people who cycle back through our system repeatedly. In addition, the Children and Youth fund, which helps to fund many of the services prioritized through the LAP, was reauthorized in 2014. This LAP is aligned with the planning cycle of the Children and Youth Fund. With all of this in mind, it is time to assess the current investments and strategies of San Francisco and determine what comes next: act smaller and tighter, think creatively, and be focused, responsive, and personalized to youth involved in the juvenile justice system and the people that love and care for them.

Framework for Local Action Plan

The changing landscape of San Francisco has forced the city to think about how and in whom it invests state and city resources. The funding through JJCPA along with many additional City fiscal allocations make up San Francisco's resources and investment in the juvenile justice system and the youth currently in it or at risk of getting involved. The previous Local Action Plan included all youth ages 10-25 who were at-risk of involvement in the juvenile-justice system as well as young people who had already made formal contact with it. As San Francisco's justice-involved population shrinks, the city has the ability and responsibility to develop and deliver specific, targeted, and personalized services and support to system-involved young people. With that in mind, San Francisco's 2017 Local Action Plan and juvenile justice strategy will focus only on young people ages 10-18 who have made formal contact with the system, with the exception of young people 18-21 in or returning from out-of-

¹ American Community Survey Demographic and Housing Estimates, 2011-2015, San Francisco County
<https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk> Retrieved on: 2/10/17

² San Francisco Juvenile Probation Department 2015 Annual Report

home or other custodial placements. San Francisco remains committed to substantial investment in prevention strategies and resources from other funding streams, such as the Children and Youth Fund, and DCYF will continue to fund prevention and early intervention services for high-risk youth that have not had prior system-involvement. However, the focus of this Local Action Plan is on the set of priorities, needs, and risks that emerge when a youth is formally involved in the juvenile justice system. These investments were previously referred to as the Violence Prevention and Intervention (VPI) strategy but will now be referred to as Justice Services.

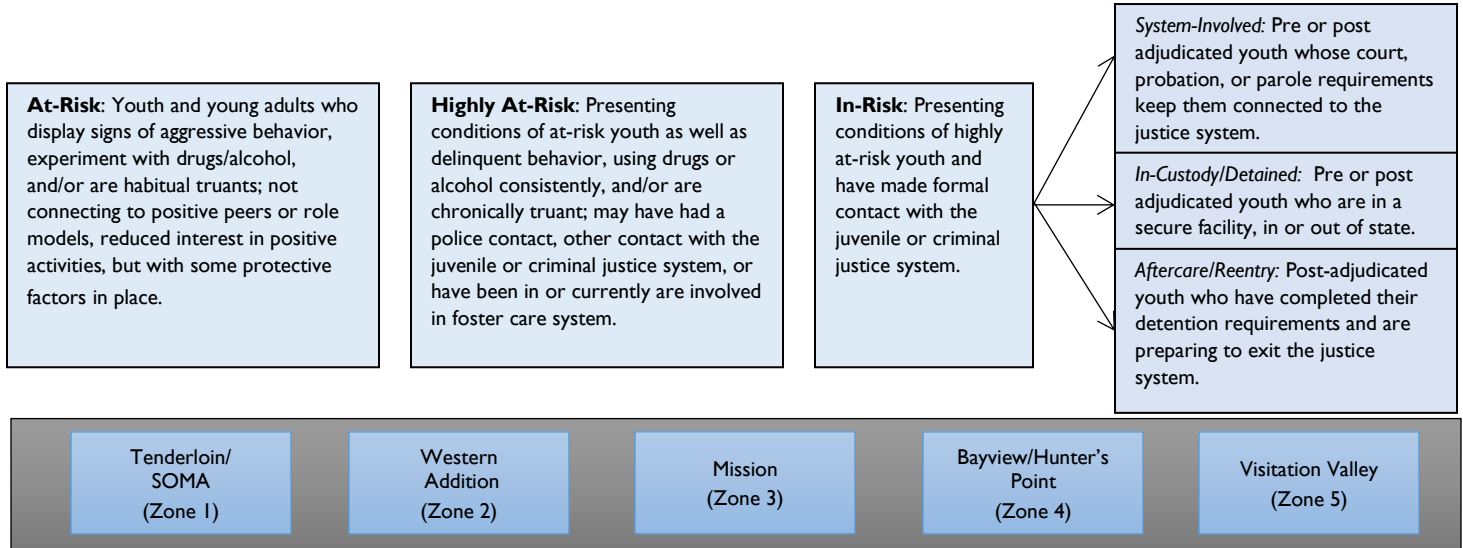
Overview of Comprehensive Multi-Agency Local Action Plan Contents

This Comprehensive Multi-Agency Local Action Plan will review the 2011 LAP investments and strategies and the impact those investments have had on the juvenile-justice involved population in San Francisco. It will then walk through methods of information collection for the planning and revising of the new 2017 Local Action Plan, and summarize the findings of those tasks. Based on those findings, the JJCC has prioritized and refined service areas and the activities that will be funded and implemented. This Local Action Plan will serve as the template not only for the JJCPA dollars but also as the guide for all Juvenile Justice Coordinating Council partner agencies and organizations, like DCYF, who invest in and support juvenile justice system-involved young people in the City and County of San Francisco.

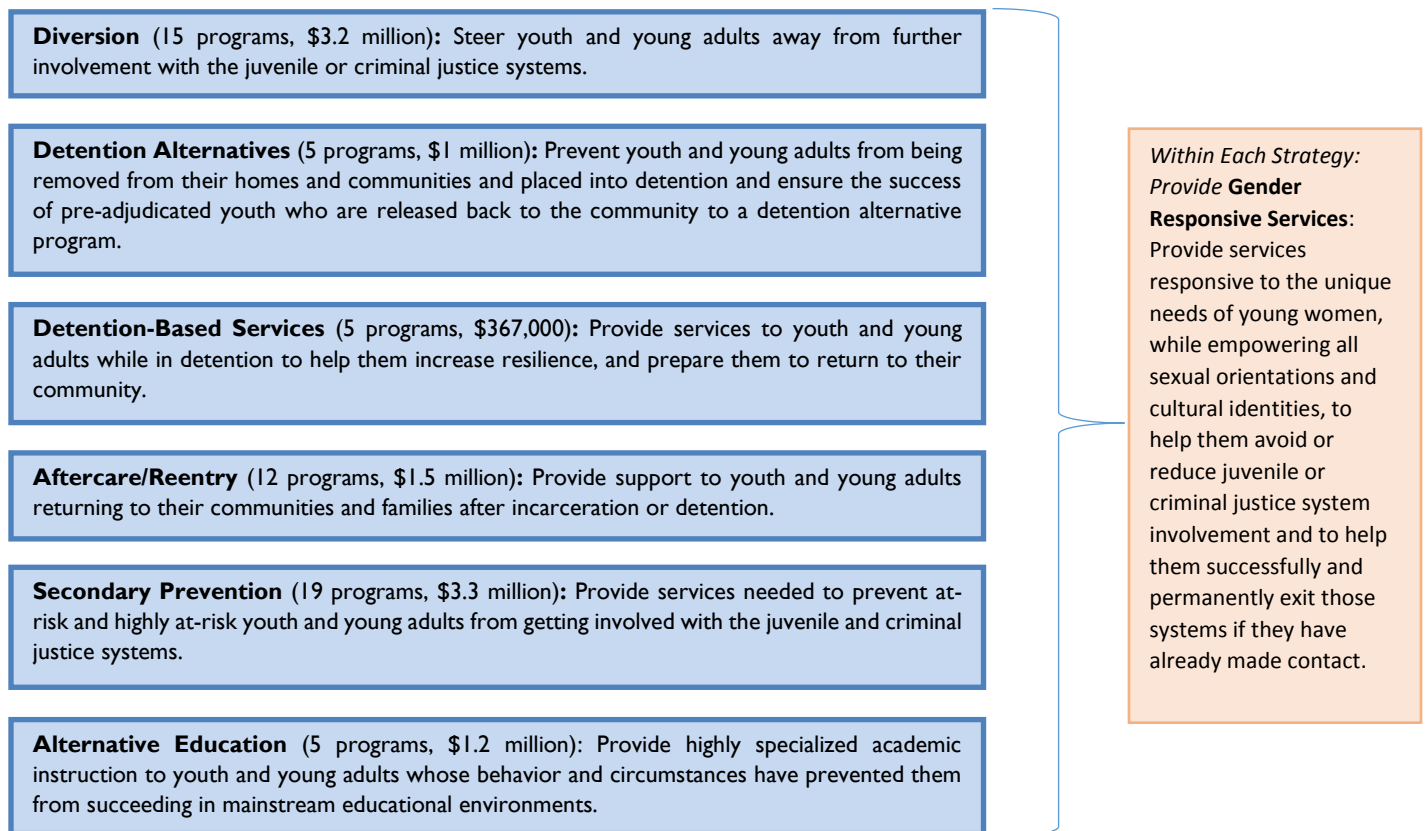
IV. REVIEW OF 2011 LOCAL ACTION PLAN

2011 LAP Strategies and Investments

The 2011 Local Action Plan JJCC-supported strategies and investments primarily target youth and young adults (10 to 25 years old) at one of the following stages of risk within one of the five geographic areas below:



The 2011 Local Action Plan's service strategy areas focus primarily on prevention, intervention, enforcement, and reentry for the target population as outlined below:



To support these strategies, San Francisco has received slightly increasing JJCPA allocations over the last few years, receiving a little over \$1.9 million in FY 2010-11 and \$2.3 million in the most recent allocation for FY 2016-17. This funding is not, however, the only funding source for these strategies or for the juvenile justice system-involved and at-risk populations in San Francisco. San Francisco has found that in order to effectively support these strategies, millions of other dollars must be used from other funding streams and resources, \$10 million from DCYF and substantial investments from all other system partners, to ensure that these strategies are implemented effectively and appropriately. Many of the strategies from the 2011 LAP will be embedded in the 2017 LAP with the exception of Secondary Prevention which will continue to be funded by DCYF but under a different strategy area and not with JJCPA dollars. San Francisco remains committed to substantial investment in prevention strategies and resources and DCYF will continue to fund prevention and early intervention services for high-risk youth that have not had prior system-involvement. At a City and County level, the total investments for this population were previously referred to as the Violence Prevention and Intervention strategy (VPI) from 2011-2016. Moving forward, for the 2017 LAP and all the funded programming and services resulting from it, this strategy will be referred to as Justice Services.

Total Investments and Resources in VPI Programming

JUVENILE JUSTICE CRIME PREVENTION ACT (JJCPA)

The Board of State and Community Corrections (BSCC) currently allocates JJCPA funds. These funds are granted to each county based on its population. JJCPA funds are used for services that are “based on programs and approaches that have been demonstrated to be effective in reducing delinquency and addressing juvenile crime.” In order to receive JJCPA funds, counties are encouraged to engage in the extensive planning process described above.

SAN FRANCISCO'S CHILDREN AND YOUTH FUND

The Children's Amendment to the City Charter sets aside a portion of annual property taxes for the Children's Fund to be used exclusively for services that benefit children from birth to age 24. In 2000, residents voted to renew the Children's Fund, and then again in 2014, under Proposition C with an extended 25-year tenure. The Children and Families First Initiative renamed the fund the Children and Youth Fund and earmarks property taxes which will increase to four cents for each \$100 of assessed property value by fiscal year 2018-2019.

EARLY AND PERIODIC SCREENING, DIAGNOSIS AND TREATMENT (EPSDT) FUNDS

The Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Program is a requirement of the Medicaid program to provide comprehensive health care for persons under age 21 who are eligible for the full scope of Medi-Cal benefits. Effective July 1, 1995, as part of the expansion of Medi-Cal services for full scope Medi-Cal beneficiaries ages 0 to 21 through the Early and Periodic Screening, Diagnosis and Treatment (EPSDT) program, Department of Health Services (DHS) began providing State General Funds (SGF) to serve as matching funds for Short/Doyle Medi-Cal (SD/MC) services beyond what counties would have expected to spend on those services absent the EPSDT augmentation.

Key Demographics of San Francisco Youth

According to recent estimates from the U.S. Census Bureau 2014 American Community Survey, San Francisco is home to approximately 852,000 residents, including 114,000 children and youth under 18 years of age, 45% of whom are between the ages of 10 and 18, as well as 65,000 young adults ages 18 to 24. Compared to other major cities in the United States, San Francisco has a proportionately small percentage of residents under 18 years of age,

that is, only 13.4% of San Francisco residents are children or youth under 18, compared to 14.9% of Seattle residents, 16.5% of Boston residents, and 21.2% of New York City residents³.

Figure 1. San Francisco: Selected Demographics, 2014

| | 2014 | |
|---|---------|-------|
| Total San Francisco Residents | 852,469 | |
| Under 18 years of age | 114,445 | |
| Youth (under 18 years of age) by Race/Ethnicity | # | % |
| African American | 7,169 | 6.3% |
| Asian-Chinese | 22,521 | 19.7% |
| Asian-Filipino | 4,617 | 4.0% |
| Asian-Other | 6,836 | 6.0% |
| Hispanic/Latino | 26,299 | 23.0% |
| Multiracial/Multiethnic | 11,070 | 9.7% |
| Native Hawaiian/Pacific Islander | 1,244 | 1.1% |
| Other | 1,436 | 1.3% |
| White | 33,043 | 28.9% |

The cost of living in the city has been steadily rising over the years and has outpaced wage growth, making it increasingly difficult for families to make ends meet and potentially influencing the proportionately low number of children and youth in San Francisco. Approximately 38% of households with children in San Francisco are living below the self-sufficiency standard (SSS), a benchmark that measures the minimum level of income needed to support very basic household needs without public or private assistance.⁴

It is within this context that the demographics of our juvenile justice involved youth are considered.

Key Demographics of Juvenile Justice-Involved Youth

The United States has seen a marked decline in juvenile offenses since 2000. Overall, there were 36% fewer juvenile arrests nationally in 2014 compared to 2000⁵. This trend of decreasing juvenile arrests persists at the state level as well with California seeing an impressive nearly 64% fewer arrests statewide in 2014 compared to 2000⁶. San Francisco is no exception to this national and statewide trend. Locally, San Francisco saw nearly 70% fewer juvenile arrests in 2014 compared to 2000. This profound shift away from arrest as a solution to delinquent behavior is the result of the tremendous work San Francisco has done to reduce reliance on the juvenile justice system and incarceration.

This reduction in juvenile arrests has been driven in large part by the decrease in arrests for more serious, felony offenses. This marked decline in San Francisco arrests is illustrated in Figure 2 below.

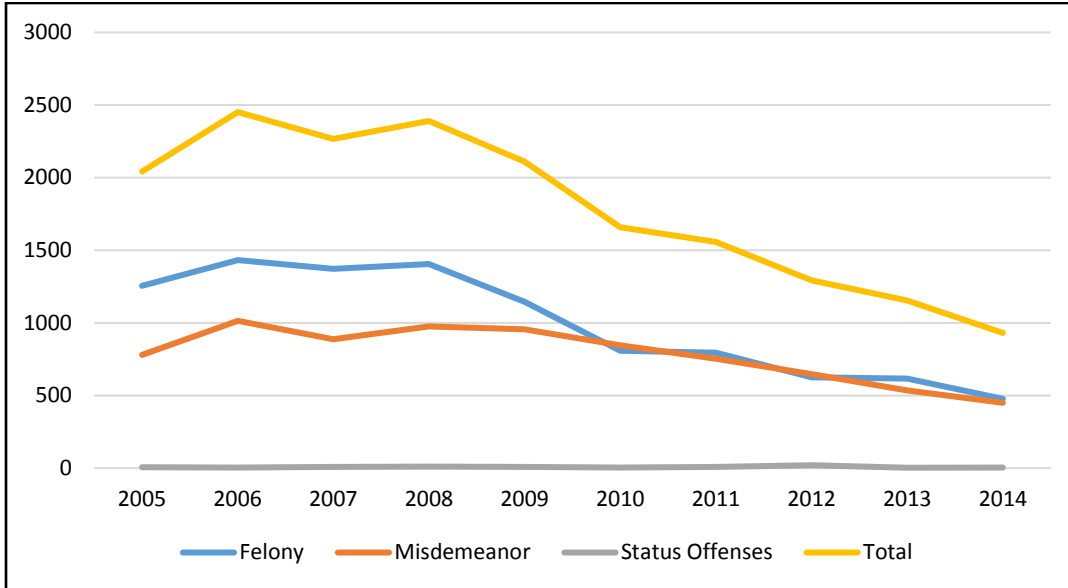
³ San Francisco City and County of San Francisco Department of Children, Youth and Their Families. (2016) Community Needs Assessment: A Snapshot of San Francisco’s Children and Families.

⁴ 7 Insight Center for Community Economic Development. (2015). SSS Calculator retrieved from <http://www.insightccd.org/toolsmetrics/self-sufficiency-standard-tool-for-california/>.

⁵ UCR, 2015, Arrests by Age

⁶ California Criminal Justice Statistics Center. State of California, Attorney General, Criminal Justice Statistic Center. Retrieved February 6, 2017, from <https://oag.ca.gov/crime/cjsc/stats/arrests>

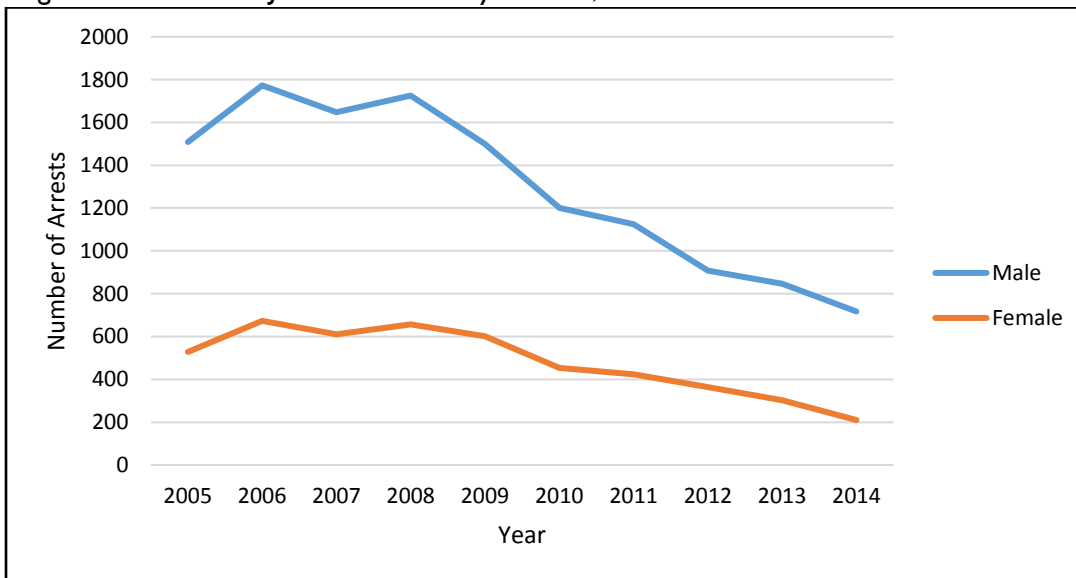
Figure 2. Number of Juvenile Offenses by Type, 2005-2014



Source: State of California, Department of Justice, Criminal Justice Statistic Center (CJSC)

Figure 3 reflects a decrease in arrests for both genders. There were 60% fewer boys arrested in San Francisco in 2014 (717 male arrests) than there were in 2006 (1773 male arrests), the year with the highest number of total arrests in the last twelve years. Even more impressively there were 69% fewer arrests of young women in 2014 (210 female arrests) than in 2006 (673 female arrests).

Figure 3. Number of Juvenile Arrests by Gender, 2005-2014

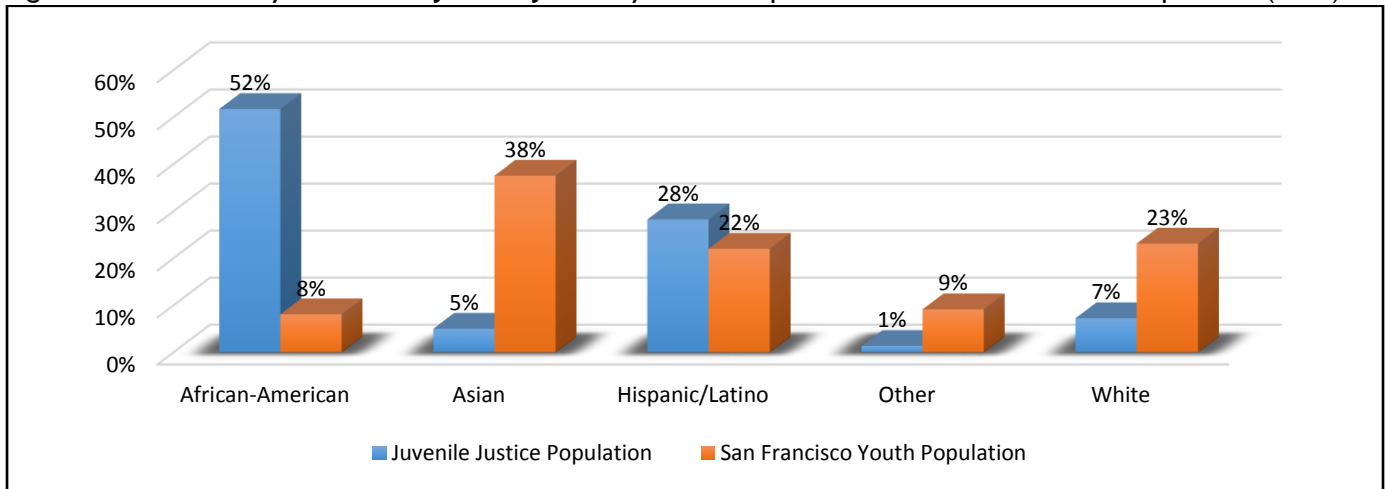


Source: State of California, Department of Justice, Criminal Justice Statistic Center (CJSC)

While this total reduction in system involvement is encouraging, San Francisco has become increasingly aware that the reduction in arrests and referrals to the Juvenile Probation Department (JPD) has not benefitted all San Francisco youth equally. In fact, in 2014 African-American youth in San Francisco made up eight percent of the general youth population, but accounted for over half of all referrals to JPD. This extraordinary disproportionality has persisted in San Francisco for over ten years. Though African-American children have comprised no more than 12% of San Francisco's youth population since 2005, they have consistently accounted for a disproportionate

representation of young people in the juvenile justice system: over 44% of young people in the juvenile justice system are African-American, increasing to nearly 53% in 2014 as displayed in Figure 4.^{7,8}

Figure 4. Race/Ethnicity of Youth in Juvenile Justice System Compared to San Francisco Youth Population (2014)



This disproportionality in the juvenile justice system persists for other groups of young people as well. Within San Francisco, both African American and Hispanic/Latino youth experience higher rates of poverty, lower rates of academic achievement, and higher rates of involvement with the juvenile justice system than other racial/ethnic groups in the city.⁹ Because of an inconsistent measurement of Asian/Pacific Islander youth in Census population surveys, this population of young people is not included in Figure 4 above. However, it is important to note that San Francisco’s Asian/Pacific Islander (API) youth are consistently disproportionately represented in the juvenile justice system as well. In 2014, API youth made up six percent of the system-involved population while Asian/Pacific Islander San Franciscans of all ages routinely make up under one percent of our city’s population.

Disproportionate contact persists at the neighborhood level as well. The young people in Bayview-Hunters Point only make up 9.3% of San Francisco’s youth population but they accounted for 17% of all referrals to JPD¹⁰. Similarly, though young people in Visitacion Valley only make up 3.6% of San Francisco’s youth population they made up 8% of JPD’s referrals¹¹.

Across the nation, we have seen that LGBTQ/GNCT (lesbian, gay, bisexual, questioning/gender non-conforming, trans) youth¹², homeless youth¹³, youth in foster care¹⁴, and children with a system-involved or incarcerated family member¹⁵ are disproportionately represented and/or disparately impacted by involvement in the juvenile justice

⁷ American Community Survey, 2014 1-Year Estimates.

⁸ San Francisco Juvenile Probation Department. (2015). Statistical Report.

⁹ Not controlling for offense or other factors. Mission Analytics. (2015). Analysis of Racial and Ethnic Disparities in SF Juvenile Justice. Mission Analytics

¹⁰ American Community Survey, 5-Year Estimates 2011-2015; San Francisco Juvenile Probation Department. (2015).

¹¹ Ibid.

¹² Sherman, F. and Black, A. (2015) Gender Injustice: System-Level Juvenile Justice Reforms for Girls. The National Crittenton Foundation, National Women’s Law Center.

¹³ Applied Survey Research. (2015) San Francisco Homeless Point-In-Time Count & Survey Comprehensive Report.

¹⁴ Huang, H., Ryan, J., & Herz, D. (2012) The Journey of Dually-Involved Youth: The Description and Prediction of Rereporting and Recidivism. Children and Youth Services Review.

¹⁵ Hairston, C. (2007) Focus on Children with Incarcerated Parents: An Overview of the Research Literature. Annie E. Casey Foundation.

system. Unfortunately, there is no reason to assume that this is different in San Francisco. In an evaluation commissioned by the San Francisco Human Rights Commission to determine violence prevention needs for San Francisco’s LGBTQI community, nearly half of participants were under 25, more than half identified as trans, and nearly two-thirds had ever experienced homelessness.¹⁶ The city’s Homeless Point-In-Time Count in 2015 found 853 unaccompanied youth or transitional age youth (TAY) under 25 living on the street or in shelters¹⁷. In early 2016, there were 924 San Francisco children in foster care¹⁸. A 2015 survey of incarcerated adults in the San Francisco County jail system found that 59% are parents to a total of approximately 1,110 children in San Francisco. While we only have data on the presence of these populations of young people locally, the national data paired with the qualitative evidence gathered from interviews and focus groups bears out the concern of disproportionate representation in and disparate impact of system involvement on these young people. Many system partners are also concerned about gang-involved youth in San Francisco whose interactions with law enforcement and the juvenile justice system are seen as much more likely and normalized. Additionally, while we know that the implications of justice system-involvement can be negative for all youth, justice system partners acknowledge that there is special attention to be paid to the disparate impact of involvement on the aforementioned young people as well as on undocumented youth, youth 13 and younger, and girls.

Key Detention Utilization Indicators

The Annie E. Casey Foundation which launched the Juvenile Detention Alternatives Initiative in jurisdictions around the country over a decade ago, of which San Francisco is a site, identifies three key indicators in measuring detention utilization. The average daily population of a detention facility is the best metric to measure a jurisdiction’s detention utilization because it reflects both key system flow indicators: the number of youth admitted to detention and the average length of stay in detention for those youth. In San Francisco, with the exception of length of stay we have seen a notable decrease year over year for these key detention utilization indicators.¹⁹

Figure 5. Key Detention Utilization Indicators by Year (2011-2015)

| | 2011 | 2012 | 2013 | 2014 | 2015 |
|----------------------------|-------|------|------|------|------|
| All Juvenile Hall Bookings | 1,146 | 937 | 856 | 746 | 704 |
| Average Length of Stay | 27 | 24 | 27 | 31 | 26 |
| Average Daily Population | 89 | 74 | 74 | 70 | 56 |

Source: San Francisco Juvenile Probation Department’s 2015 Annual Report

¹⁶ San Francisco Human Rights Commission, The SF LGBTQ Center, Learning for Action. (January 2015). San Francisco Lesbian, Gay, Bisexual, Transgender, Queer & Intersex Violence Prevention Needs Assessment. San Francisco, CA.
¹⁷ Applied Survey Research. (2015) San Francisco Homeless Point-In-Time Count & Survey Comprehensive Report.
¹⁸ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B., Benton, C., Tobler, A., & Romero, R. (2016). CCWIP Reports. Retrieved from http://cssr.berkeley.edu/ucb_childwelfare
¹⁹ Howell, J. C., Lipsey, M. W., & Wilson, J. J. (2014). *A handbook for evidence-based juvenile justice systems*. Lexington Books.

V. DETAILS OF CURRENT INVESTMENTS

San Francisco’s current Violence Prevention and Intervention Strategy invests over \$12 million dollars in over 60 programs that fall into five service areas: diversion, detention alternatives, detention-based, aftercare/reentry, alternative education, and secondary prevention. In FY 2015-16, these programs served over 5,000 students.

Figure 6. Characteristics of Youth in VPI Programs

| | | FY 2015-16 | |
|----------------|-------------------------|------------|-----|
| Demographics | | # | % |
| Age | 0-13 | 680 | 13% |
| | 14-17 | 3,055 | 61% |
| | 18-24 | 1,122 | 22% |
| | 25+ | 85 | 2% |
| | (Missing) | 63 | 1% |
| Gender | Female | 2,207 | 44% |
| | Male | 2,722 | 54% |
| | Transgender | 61 | 1% |
| | (Missing) | 15 | <1% |
| Race/Ethnicity | African American | 1,936 | 39% |
| | Asian | 774 | 15% |
| | Hispanic/Latino | 1,272 | 25% |
| | Multiracial/Multiethnic | 427 | 9% |
| | Pacific Islander | 231 | 5% |
| | White | 228 | 5% |
| | Other | 113 | 2% |
| | (Missing) | 24 | <1% |

Of youth participating in VPI programs in FY 2015-16, 45% had contact with the juvenile justice system prior to program participation and 22% had contact with JPD during/after program participation. Of those with system contact prior to program participation, 80% had been booked into juvenile hall, 63% had been issued a citation, and 28% had been arrested for a violent offense. For VPI program participants who had JPD contact during or after program participation, 83% had a booking into juvenile hall, 18% received a citation, and 5% were arrested on a violent offense.

All VPI program participants are asked to participate in a survey about their prior life experiences. In FY 2015-16, 1,532 young people responded to this survey. Of these respondents, 41% reported ever being bullied, 35% reported a parent in jail, 33% reported ever having been in juvenile hall, 24% had been in a foster home, and 19% reported ever being homeless. Young people in VPI programs live overwhelmingly in Bayview-Hunters Point (19.4%). Other neighborhoods with high proportions of the VPI participant population are the Mission (7.2%), Visitacion Valley (7.1%), the Tenderloin (5.6%), South of Market (5.1%) and the Excelsior (4.8%).

In Figure 7, juvenile justice involvement and characteristics are presented by service area. The characteristics look very different for young people who start VPI programming with prior justice involvement. Service areas with higher proportions of young people with prior involvement see higher proportions of participants with arrests and detentions. The opposite is true for service areas with lower levels of prior involvement. All service areas, and the

programs within each of them, are not comparable in terms of effectiveness since the risk level and current level of system involvement varies greatly across programs and service areas.

Figure 7. Juvenile Justice Characteristics of VPI Participants by Service Area (2015)

| | Alternative Education | Detention-Based | Detention Alternatives | Diversion | Reentry | Secondary Prevention |
|-----------------------------|-----------------------|-----------------|------------------------|-----------|---------|----------------------|
| Total Participants | 439 | 648 | 198 | 1261 | 729 | 1424 |
| Prior Justice Involvement | 50% | 76% | 88% | 32% | 45% | 13% |
| Arrested within 180 Days | 17% | 22% | 26% | 11% | 12% | 5% |
| Detained with 180 Days | 13% | 21% | 23% | 8% | 11% | 3% |
| Restitution Ordered | 39 | 123 | 48 | 61 | 80 | 20 |
| Restitution Paid | 13% | 10% | 13% | 16% | 14% | 10% |
| Youth on Formal Probation | 69 | 139 | 33 | 81 | 132 | 35 |
| Completing on Time | 9% | 3% | 8% | 11% | 14% | 15% |
| Youth on Informal Probation | <10 | <10 | <10 | 21 | <10 | <10 |
| Completing on Time | 33% | 75% | 43% | 38% | 100% | 13% |

Source: Matched data between the Juvenile Justice Information System (JJIS) and DCYF's Contract Management System for calendar year 2015.

For more information on program outcomes and evaluation reports on VPI programming from 2011-2016, please see Appendix A.

VI. 2017 LOCAL ACTION PLAN

Section V included an assessment of existing resources and current strategies that target youth at-risk of entering the juvenile justice system as well as youth in the system and their families in San Francisco. Through this assessment and the rest of these information-gathering processes, San Francisco has determined what comes next: act smaller and tighter, think creatively, and be focused, responsive, and personalized to juvenile justice system-involved youth and their families. The rest of this document will propose new or revised strategies to reduce juvenile delinquency, new or revised strategies to address underlying risk factors for youth who end up in the juvenile justice system, and the process San Francisco used to determine them.

VII. METHODS FOR INFORMATION COLLECTION FOR 2017 LOCAL ACTION PLAN

Community Needs Assessment

To fulfill the planning requirements of the Children and Youth Fund, DCYF engages young people, parents, and service providers in a Community Needs Assessment (CNA) every five years. The results of the CNA inform the development of a citywide action plan (the Services Allocation Plan) and strategic funding priorities. In developing its CNA, DCYF, in collaboration with the Our Children, Our Families (OCOF) Council, Office of Early Childcare and Education (OECE), and San Francisco Board of Supervisors, held a series of Community Input Sessions across all 11 supervisorial districts in San Francisco with 362 participants. Additionally, DCYF compiled a vast literature review and conducted a series of expert interviews and focus groups.

As a part of the data collection process, on March 23, 2016 DCYF held an All-Grantee meeting to gather feedback on the needs of children, youth, and their families in San Francisco from over 200 service providers who work directly with the young people of San Francisco and their families. Information relevant to the juvenile justice system involved population is included in the present report.

Interviews with JJCC Members

In order to understand what professionals across the city consider gaps or barriers to programs and services for justice-involved youth as well as possible solutions to these identified issues, twenty-two interview sessions²⁰ were conducted with JJCC members, including thirty people from the following eighteen agencies and organizations who sit on the JJCC:

- Adult Probation Department
- Community Assessment and Referral Center (CARC)
- Center on Juvenile and Criminal Justice (CJCJ)
- Department of Children Youth and Their Families
- District Attorney's Office
- Department of Public Health
- Human Services Agency
- Juvenile Advisory Committee
- Juvenile Probation Department
- Mayor's Office of Violence Prevention Services
- Mayor's Office of Housing and Community Development
- Recreation and Park Department
- San Francisco Police Department
- Public Defender's Office
- San Francisco Unified School District
- Sheriff's Department
- Superior Court
- Youth Commission

Violence Prevention & Intervention Grantee Input Sessions

In addition to the JJCC interviews and the focus groups, DCYF also ran two input sessions with current grantees who run programs under our current JJCC strategies: Violence Prevention & Intervention and Youth Workforce Development (for Justice System Involved Youth). In these two sessions, DCYF asked a condensed version of the questions posed in the JJCC member interviews. There were thirty-six total participants representing thirty-one separate programs that serve at-risk or juvenile justice-involved young people²¹.

Focus Groups in Juvenile Justice Center

To ensure that there was input from the young people in the juvenile justice system, DCYF conducted two focus groups in the Juvenile Justice Center, San Francisco's detention center. The first focus group was with fourteen young men, ages 15-17. The other was in the girls' unit with eight young women. The protocol for the focus groups included content similar to the JJCC member interviews but asked the young people to reflect on their own personal experience²².

Other Targeted Information Gathering

Additional input on gaps, challenges, and successes was gathered from directors at JPD who oversee Juvenile Justice Center, Log Cabin Ranch (the county youth incarceration facility), and Probation Services. Input was also given from a collaborative body, the Violence Prevention & Intervention (VPI) Joint Funders, which consists of representatives from DCYF, JPD, and the Department of Public Health (DPH).

Transitional Age Youth (TAY) Service Provider Interviews

DCYF has commissioned an external evaluator (Harder & Co.) to evaluate new Collaborative and Innovative strategy investments serving transitional age youth in San Francisco. As a component of this evaluation, Harder &

²⁰ See Appendix C for full interview protocol

²¹ See Appendix D for VPI input session questions

²² See Appendix E and F for full youth focus group protocols

Co. conducted a series of interviews with lead and partner nonprofits (or community-based organizations) representing ten Innovation grants and three Collaborative grants to help DCYF, service providers, and other stakeholders learn more about what high-quality TAY services look like and to inform DCYF's future support for this population. Some of these agencies work with similar youth and information relevant to the juvenile justice system involved population is included in the present report.

VIII. SUMMARY OF FINDINGS FOR 2017 LOCAL ACTION PLAN

The following findings reflect information gathered through sources described in Section VII: Methods for Information Collection for 2017 LAP. Information was coded and categorized into eleven discrete topic areas, represented here by each heading. In each of the following sections is an explanation of the topic area as well as suggestions that arose in the information gathering process. While the following findings discuss San Francisco's justice-involved youth population broadly, stakeholders, young people, and research recognize that we must strategically target specific special populations of young people who are system-involved. These populations are discussed in Section IV (Review of 2011 LAP: Key Demographics of Juvenile Justice Involved Youth).

Policy Review

Throughout all of the information gathering processes, system stakeholders, youth, and community members identified policies and/or practices that were outdated, out of sync with the City's vision, and needed to change. This included the VPI Joint Funders, a collaborative body made up of DCYF, DPH, and JPD, who stressed the immediate need to address the implications of AB 403, referred to as Continuum of Care Reform. AB 403 is a state effort that draws together a series of existing and new reforms to child welfare services and reduces reliance on congregate care while increasing reliance on short-term, therapeutic interventions for young people separated from their biological parents, particularly as applicable to young people committed to out-of-home placements. Additionally, stakeholders identified the need to organize a policy working group and/or seek other opportunities to revise and/or eliminate functions, operations, practices, and policies that promote inefficiency, unnecessary delays, inequity, or contribute to racial and ethnic disparity.

Trained & Supported Workforce

Stakeholders, system partners, and youth alike offered suggestions focused on ensuring that there is a well-trained and well-supported workforce for all partners who work with youth in the juvenile justice system.

Young people felt a bias in the systems they interacted with, especially with police, juvenile probation, and in school (especially teachers). Additionally, youth suggested that law enforcement can and should make stronger connections to the communities they serve.

Similarly, service providers felt that departments and agencies working with system-involved youth should be providing developmentally appropriate services, have culturally and linguistically appropriate staff and use trauma-informed, harm reduction, and restorative justice approaches.

Collaboration & Communication

All system partners cited the need for City departments and agencies to work together in service of San Francisco's most vulnerable young people. Many people mentioned that San Francisco ought to capitalize on this moment in the city when leadership is progressive, respects and likes each other, and shares a vision for system-involved youth.

Some specific suggestions were to ensure that all agencies and organizations that touch system-involved youth

maintain an ongoing dialogue, are transparent with one another, and commit to collaborations that best support young people and their families.

Alternatives to Formal Involvement & Incarceration

Often identified and discussed throughout our information gathering was the need to ensure that there are multiple opportunities for youth to exit the detention center and/or formal system involvement where and when appropriate and to keep youth from deeper involvement in the justice system. Many stakeholders and youth identified this particularly in terms of a continuum of additional community supervision services that include, but are not limited to: diversion, home detention, electronic monitoring, and reporting centers as well as restorative justice opportunities.

Some system partners cited the need for more diversion opportunities at time of arrest so a young person never has to go through formal processing or involvement with JPD where possible and when appropriate. Many others recognized that while San Francisco has what resembles a continuum of alternatives, many resources, such as the evening reporting center, are vastly underutilized.

Academic & Alternative Education Opportunity

Many young people in San Francisco's juvenile justice system are completely disconnected from a traditional school setting, and stakeholders discussed the need for multiple alternatives for appropriate education and workforce opportunities for system-involved youth and stressed the overall need to be more creative.

All of the young people discussed their connection or lack thereof to school. Young people acknowledged that school inside juvenile hall was too easy and did not match their experience in district schools. Similarly, many young people expressed the desire for extra support in school and recognized that incentives were helpful in encouraging attendance. The JPD Directors and VPI Joint Funders echoed this and called out the need for effective academic supports for young people in the hall. The VPI Joint Funders also identified the need for more workforce development opportunities.

Whole Family Engagement

All system partners recognize that the juvenile justice system has traditionally focused on each individual young person and that it is integral to consider youth in the context of their family and community. Many young people mentioned feeling isolated from friends and family while incarcerated or in out-of-home placements. Partners stressed that including and engaging families in every step of the juvenile justice process is imperative to a young person's successful transition out of the system. Ensuring that families have access to the services and resources they need will help ensure that the caring adults in a system-involved young person's life are equipped to provide appropriate care.

One focus group emphasized the need for more family-oriented programs to help keep families together, noting that problems often start in the home and that building support systems can strengthen individuals and their families.

Basic Needs/Access to Service & Transportation

All sources cited the inextricable connection between access to basic services and the success of youth in the juvenile justice system.

Service providers observed that youth are often compelled to prioritize meeting their immediate and basic needs over participating in services. They also cited trauma, social anxiety, substance use and mental health issues, and delayed socio-emotional development as common barriers to engagement in supportive services. Additional

challenges to young people's engagement in services include a distrust of institutions, language and literacy barriers, scheduling, parenting responsibilities, and concerns about losing eligibility for other benefits. Service providers specifically reported that lack of safe transportation to and from programs is a significant barrier for youth from high crime neighborhoods

Affordable housing and housing support was one of the most pressing needs cited by sources. Community input session participants acknowledged that while the City has increased efforts to address housing needs, disconnected youth and their families have particular needs for intentional services for the whole family (as discussed above).

Service Connection & Coordination

The need for intentional, continuous, and coordinated services for youth throughout the juvenile justice process was a continuous thread throughout all information gathering. Many system partners identified that services started in custody ought to continue out of custody.

Youth also identified a need for better outreach to improve awareness about available programs for career development and job-training opportunities, especially those who are not in school and system-involved.

Quite a few young people mentioned that being in custody provides time to reflect and get the help they need, but that once released help and support becomes inconsistent. Additionally, many expressed that the help and support available does not always fit what they want or need. Many young people expressed immense anxiety and apprehension about getting out, mostly centered around a sense of dread and fear of failure, as well as apprehension around social circles and friend groups.

Quality Programming

The majority of stakeholders discussed the type, quality and accountability of programming available to young people in the juvenile justice system.

Young people and partners alike expressed the need for quality programming that offers enrichment (arts and music), life skills, anger management, conflict resolution, education about the dangers of social media, and exposure to a greater diversity of environments. JPD Directors called out a need for robust workforce development opportunities for justice-involved young people. Young people also expressed interest in pathways to upward mobility and mentorship with adults in their communities who have successfully transitioned out of public housing, off public assistance, and into gainful employment and independent living.

Similarly, young people and service providers stressed the need to develop life skills and independence, with a particular emphasis on financial literacy (e.g., banking, building credit, taxes, and savings).

Youth highlighted the particular challenge immigrants in the city face in obtaining employment because of the lack of language-appropriate, culturally competent job training programs. Additionally, they mentioned that programs are held only during the workweek and are located in parts of the city that are difficult for them to access.

There is a continued demand for more safe spaces and culturally competent and culturally specific community programs, where family-community connections can be developed and strengthened. Youth expressed concerns about crime and violence in their communities, indicating a need for better security in their neighborhoods. They felt that existing parks and recreation centers need to be renovated and maintained, and that housing projects should have their own centers for youth and separate spaces for teens to recreate in a healthy, safe environment.

Youth Culture and Perspective

Most young people felt that their involvement with the justice system was unsurprising and expected. However,

every young person at some point throughout each focus group session mentioned wanting to grow, learn, or do something different with their lives.

Many participants in the young women’s focus group lead independent lives filled with responsibility on the outside but feel like they are treated like children while incarcerated, highlighting a perceived incongruence between needs of young people and services the system provides. When asked where they saw themselves in a year, youth in detention responded with a range of responses from “Opening my eyes” (being alive) to “Going to college” or “Working with animals.”

IX. FUTURE SYSTEMS & PROGRAMS/REFINED PRIORITY SERVICE AREAS

Based on all of the qualitative information gathered from adults and youth involved with the juvenile justice system, along with the feedback of grantees, and data pulled from law enforcement and juvenile probation datasets, San Francisco will prioritize system-level and direct service strategies. Following are the refined priority areas for San Francisco’s Juvenile Justice Strategy:

| | Refined Priority Area | Strategies |
|----------------------------------|--|--|
| System-Level Strategies | Rethinking Policy & Practice/ Continuum of Care Reform | Convene high-level stakeholder collaborative to review and reconsider system policies and practices; Support implementation of Continuum of Care Reform. |
| | Service Connection and Coordination | Strengthen key partnerships and service coordination to ensure that the complex needs of justice-involved youth are met through in-house service provision, collaboration, or referral. |
| | Trained and Supported Workforce; Collaboration and Communication | Develop ongoing, shared learning and training opportunities for professionals; develop youth referral process and increase awareness of community services and supports. |
| Direct Service Strategies | Alternatives to Formal Involvement & Incarceration; Alternative Education; Quality Programming | Continue and build upon quality programming and direct service strategies that are designed to keep youth from deeper involvement in the justice system and to successfully complete court requirements; provide opportunities for justice-involved youth to engage in educational opportunities and positive skill building activities. |
| | Whole Family Engagement | Provide whole family engagement for family members of youth involved with the justice system as well as for justice-involved young people who are parents. |

X. IMPLEMENTATION STRATEGIES

The following implementation strategies do not specifically address needs of the special populations discussed in Section IV (Review of 2011 LAP: Key Demographics of Juvenile Justice Involved Youth). However, the City and County of San Francisco recognizes that all of the strategies discussed below require direct planning, strategizing, and action around these populations and their intersectionality in order to reduce the disproportionate representation of and disparate impact on certain young people in our system.

System-Level Strategies: System-level strategies require and support all departments and agencies that interact with system-involved youth to work collaboratively to address key policies and practices to ensure that policies and practices are equitable and efficient, system partner staff operate with similar training and knowledge, and services delivered to families and youth are coordinated.

Rethinking Policy & Practice

Purpose: Convene high-level stakeholder collaborative group to examine and review system policies and practices of all departments and agencies that work with system-involved youth to ensure that practice and policy is data-driven and aligns with the City's belief in the rehabilitative capacity of the juvenile justice system and in a child's potential to change if given real opportunity.

Rationale: Through all of our information gathering sources, system stakeholders, youth, and community members identified policies and/or practices were outdated, out of sync with the City's vision, and needed to change. The Juvenile Justice Coordinating Council (JJCC) recognizes the need to take responsibility for shared efforts to improve how systems function by seeking opportunities to revise and/or eliminate functions, operations, practices, and policies that promote inefficiency, unnecessary delays, inequity, or contribute to racial and ethnic disparity.

Target Population: All departments and agencies that interact with juvenile justice system-involved youth, especially that serve on the JJCC including, but not limited to, Juvenile Probation (JPD), District Attorney, Public Defender, Superior Court, Department of Public Health (DPH), Department of Children, Youth, & Their Families (DCYF), San Francisco Unified School District (SFUSD), Mayor's Office, Police Department (SFPD), Human Services Agency (HSA), and Child Welfare.

Activities: The JJCC has committed to:

1. Regularly convene a collaborative body of juvenile justice partners to discuss system challenges and address emerging needs of youth involved in the juvenile justice system.
2. Advance training in the areas of trauma-informed strategies as well as the impacts of implicit bias and incorporate these principles in policy and practice planning.

Continuum of Care Reform

Purpose: Support system partners and young people committed to out-of-home placement as implementation of AB 403/Continuum of Care Reform rolls out in San Francisco to ensure a seamless transition to these new legal mandates.

Rationale: Continuum of Care Reform draws together a series of existing and new reforms to the child welfare services program designed out of an understanding that children separated from their biological parents do best when they are cared for in committed nurturing family homes. AB 403 provides the statutory and policy framework to ensure services and supports provided to the child or youth and his or her family are tailored toward the ultimate goal of maintaining a stable permanent family. Reliance on congregate care should be limited to short-term, therapeutic interventions that are just one part of a continuum of care available for children, youth and young adults. This is a departure from the way San Francisco has structured out-of-home placement care for young people in the past and will require a significant shift in resources and planning for the city.

Target Population: Young people at-risk of or committed to out-of-home placements.

Activities: The JJCC has committed to:

Support all system partners affected by the Continuum of Care Reform to ensure a seamless transition from San Francisco's current out-of-home placement model to the new requirements set forth in AB 403. This also requires that the City identify and develop capacity for foster youth served by the juvenile justice system.

Service Connection & Coordination

Purpose: Strengthen key partnerships and service coordination to ensure that the complex needs of justice-involved youth are met through in-house service provision, multi-partner collaboration, and referral and linkage services. Support intentional and continuous coordination in and out of custody throughout a young person's involvement in the juvenile justice system.

Rationale: The need for intentional, continuous, and coordinated services for youth during the juvenile justice process was repeatedly cited and includes both young people with continued formal supervision or incarceration as well as young people who are discharged from the juvenile justice system without a term of probation or formal supervision. Many system partners identified that services begun in custody ought to continue out of custody.

Target Population: All youth who are/have been formally involved or under formal supervision, especially young people upon custodial release.

Activities: Service Connection & Coordination activities that the JJCC may implement include but are not limited to:

1. Define how JPD staff and other system partners can support the coordination of services for youth and families.
2. Prioritize the coordination of data collection and the sharing of information data systems.
3. Develop an evaluation plan for continuous ongoing reflection for system review.

Trained & Supported Workforce/Collaboration & Communication

Purpose: Demonstrate a commitment to work in collaboration and ensure all partners have full knowledge of juvenile justice system processes and evidence-informed practices, are consistent, and provide trauma-informed and culturally relevant services across all touch points of the system. Additionally, support system partners' collective vision in the rehabilitative capacity of the juvenile justice system and in a child's potential to change if given real opportunity.

Rationale: Many system partners believe that San Francisco City leadership shares a vision for system-involved youth that allows system partners to challenge each other to think about how improve systems to better serve the youth in their care. This means ensuring all partners operate from the same research-based perspective, have the same information and training, and have opportunities to work together in service of this population.

Target Population: All departments and agencies that interact with juvenile justice system-involved youth, especially those that serve on the Juvenile Justice Coordinating Council including, but not limited to Juvenile Probation, District Attorney, Public Defender, Superior Court, Department of Public Health, Human Services Agency, Department of Children, Youth, & Their Families, SFUSD, Mayor's Office, and Police Department.

Activities: Trained & Supported Workforce/Collaboration & Communication activities that the JJCC may implement include but are not limited to:

1. DCYF, SFPD, and CBOs determine strategies to cultivate trusting relationships with San Francisco youth.
2. Improve collaboration and communication between Community-Based Organizations (CBOs) and all justice system partners (judges, district attorneys, public defenders, the Bar Association of San Francisco, probation officers, HSA, and SFUSD) to increase overall awareness of CBO services.
3. Develop a JPD Certification process for CBOs and other institutions that work with juvenile justice population.
4. Create formal referral process to CBOs based on assessment of youth needs and create standard process for CBOs to report back to probation officers and courts.
5. Create joint trainings for all professionals in:
 - a. The impact of trauma and Adverse Childhood Experiences (ACEs) on a child's development to Justice System Partners.
 - b. Implicit bias specific to ACEs, trauma, and the impact of bias on the juvenile justice system that specifically targets teachers, police officers, and other system stakeholders.
 - c. Identified assessment tools, and practices that are validated and reliable, with proven efficacy in helping to address the needs of youths and families.
6. Provide Technical Assistance (TA) and capacity building to all programs serving justice-involved youth on administering and interpreting ACEs screening tools and supporting youth who have experienced adverse childhood experiences, especially case management programs.
7. Provide TA and capacity building for providers on embedding financial empowerment concepts in programming for all programs serving justice-involved youth.

Direct Service Strategies:

Direct service programs provide the support needed to help youth engaged in the justice system to stabilize their lives, reconnect with their education and begin to get themselves focused on achieving the steps needed for successful adulthood. This includes age appropriate and culturally relevant programs that provide comprehensive supports to youth throughout the time they are engaged in the justice system.

Alternatives to Formal Involvement & Incarceration; Alternative Education; Quality Programming

Purpose: Build upon existing Alternative to Detention programs to create a robust continuum of supervision services that ensures multiple opportunities for young people to leave secure custody and keeps youth from deeper involvement in the justice system, while at the same time, preserving and enhancing the City's commitment to community safety. Also, provide quality complementary services and programming to support young people during their involvement so that they transition into adulthood successfully and do not come back into contact with the juvenile justice system.

Rationale: Though the juvenile detention population in San Francisco continues to decline, many stakeholders and youth identified the need for additional detention alternative/community supervision options. As research has shown, even one night in detention can do great harm to a young person and ultimately have an adverse impact on community safety. Ensuring a continuum of supervision services means youth have options other than confinement to ensure they appear for court appearances and do not commit new offenses. Additionally, many young people in the juvenile justice system have a variety of unmet educational, workforce, mental health, and social service needs which should be addressed while they are system-involved so that they have a better chance of transitioning to adulthood successfully. Finally, like all young people, the teenagers in San Francisco's system are just beginning to forge an identity and are curious and inquisitive about the world around them. These young people deserve intentional spaces and programs to explore art, music, and other youth development enrichment opportunities that are culturally relevant and connect them to adult allies in their community.

Target Population: All system-involved youth from point of arrest through disposition and upon return to the community from out-of-home placement.

Interventions: Alternatives to Incarceration & System-Involved Programming include the targeted support of quality programming that offers comprehensive intervention strategies for youth who have been arrested, youth who are currently on probation, in any out-of-home placement, or in-custody at the detention center or at Log Cabin Ranch such as:

Continuum of Supervision Services

- o Diversion - Collaboration between DCYF, JPD, SFPD, District Attorney, Public Defender, and Superior Court to determine appropriate diversion program models in which a youth has no further contact with the justice system at key junctures, including point of arrest and at charging decision, where and when appropriate. This includes restorative justice models that act as an alternative to formal court processing.
- o Alternatives to Detention – Collaboration between DCYF, JPD, SFPD, District Attorney, Public

Defender, and Superior Court to determine an appropriate continuum of detention alternatives that targets only those youth who would otherwise be detained, and may include: electronic monitoring, house arrest, community monitoring, day or evening reporting centers, and shelter beds for youth who cannot return home. DCYF to continue to fund and expand funding to detention alternative programs as determined by partner agencies.

- Case Management – Provides ongoing case management throughout a young person’s involvement in the justice system that is designed to help the youth complete probation and meet other court mandates.
- Intensive Supervision and Clinical Services (ISCS) – Works with system-involved youth, their families, their probation officers, and other legal stakeholders to promote healthy development and functioning by addressing trauma and other behavioral health needs, and increasing skills and strengths. ISCS combines the structure and monitoring of community supervision with portable evidence-based and practice-based therapeutic services delivered at home, school, in the community, or at the Juvenile Justice Center.

Complementary Services: Provided as youth move through the juvenile justice process, especially in detention and during aftercare/reentry.

- Alternative Education – delivers culturally relevant curriculum that prepares youth academically for educational or career advancement while in custody and/or provides alternative opportunities that do the same upon release.
- Detention-based Enrichment and Youth Development – Provide enrichment programming (such as arts and music) that encourages youth to develop a larger identity, as well as positive skill building activities like anger management and conflict resolution.
- Mentorship – Support long-term multiple mentorship model that creates a relentless, coordinated, and creative support network of caring adults from across the community for system-involved youth.
- Youth Workforce Development – Provide paid, tiered wraparound support programs that include components of financial literacy to prepare youth for job readiness programs, as well as vocational training opportunities that offer intensive programming with clothing, bus passes, and tuition support, especially for youth returning from out-of-home placement.
- Basic Needs/Transportation – Provide safe, reliable, and affordable transportation for low-income children & youth to increase access to school, services and employment especially in the Bayview, Sunnydale, and Visitacion Valley neighborhoods.

Whole Family Engagement

Purpose: Support and include traditional and non-traditional family members throughout their child’s system involvement in a meaningful, intentional way so that families can effectively advocate and support their child during and after system involvement.

Rationale: The juvenile justice system has traditionally focused primarily on the young person involved. Throughout the information gathering process, many youth and stakeholders highlighted the need to stop treating young people in the system as if they exist in a vacuum. Including and engaging families in every step of the juvenile justice process is imperative to that young person’s successful transition out of the system. Ensuring

that families have access to the services and resources they need to support their child will in turn make sure that the caring adults in that child's life are best equipped to care for them.

Target Population: Parents, extended family, and other caring adults in the life of a system-involved young person; children in the juvenile justice system who have incarcerated parents; justice involved young people who are parents.

Interventions:

1. Redefine family to include an adult caregiver and/or supportive adult identified by the youth.
2. Convene juvenile justice system and social service partners to coordinate support for parents/families whose children are in the juvenile justice system, youth in the system who are parents, as well as non-traditional family members of both.
3. Create coordinated services and resources for youth and families that includes system navigation for youth in-custody and at Log Cabin Ranch.
4. Create services for parents of teens, children of incarcerated parents, and young parents who are on probation, in out-of-home placement, in custody and at Log Cabin Ranch.
5. Develop standard and shared youth and family practices, protocols, and principles.

XI. CONCLUSION

Unlike the City and County of San Francisco's previous Local Action Plan that presented only direct service strategies, this plan addresses both direct service and system-level strategies. These system-level strategies will require all departments and agencies that work with system-involved youth to address key policies and practices to ensure that policies are working across purposes and that the delivery of the direct service strategies outlined above are coordinated and effective. Simultaneously, the JJCC can cultivate intentional, collective decision-making and collaboration among all City and County agencies and institutions that touch juvenile justice involved youth in service to these strategies.

Over the last six years, San Francisco has recognized the need to focus our efforts and coordinate those efforts at both a policy and direct service level. Now is a good time for a few reasons. First, the Department of Children, Youth, and Their Families will be releasing a large RFP later this year and will use this Local Action Plan as an integral planning document to guide its strategic funding decisions for services and programming for juvenile justice system-involved youth. Additionally, San Francisco is currently in a moment in which City leadership shares a collective vision for system-involved youth. This Local Action Plan and its implementation strategies address system behaviors in tandem with youth behaviors in service to that vision: that the juvenile justice system is rehabilitative and San Francisco's children deserve the opportunity and their city's full support to transition into adulthood successfully.

Appendix A: 2016 Juvenile Justice Coordinating Council Membership List

| Name | Department/Organization |
|-------------------------|--|
| Chief Allen Nance | Juvenile Probation Department |
| Laura Moye | Department of Children, Youth, and Their Families |
| Chief William Scott | San Francisco Police Department |
| Jean Roland | District Attorney's Office |
| Patricia Lee | Public Defender's Office |
| Sheriff Vicki Hennessey | San Francisco Sheriff's Department |
| Sylvia Deporto | Human Services Agency |
| Ken Epstein | Department of Public Health |
| Chief Karen Fletcher | Adult Probation Department |
| Diana Oliva-Aroche | Mayor's Office of Violence Prevention Services |
| Julia Sabory | Mayor's Office of Housing and Community Development |
| Bob Palacio | Department of Recreation & Parks |
| Thomas Graven | San Francisco Unified School District |
| Lisa Lightman | San Francisco Superior Court |
| Todd Lloyd | Juvenile Justice Commission |
| Joseph Arellano | Juvenile Probation Commission |
| Jesus Martinez | Juvenile Advisory Council |
| Kimo Uila | Juvenile Justice Providers Association |
| Doug Styles | Huckleberry Youth Programs |
| Irene Casanova | Larkin Street Youth Services |
| Ron Stueckle | Sunset Youth Services |
| Thear Chum | Vietnamese Youth Development Center, Health & Wellness Program |

Appendix B: Violence Prevention & Intervention Programming Evaluation Reports

- San Francisco Dept. of Children, Youth and Their Families. (2013). Violence Prevention Initiative (VPI) and Youth Workforce Development- High Risk (YWD-HR): Evaluation). San Francisco, CA: O'Brien-Strain, M., Theobald, N., Gunther, K., Rosenberger, A., Marin, S. V., Mission Analytics Group, Inc.
- San Francisco Dept. of Children, Youth and Their Families. (2013). Violence Prevention Initiative and Youth Workforce Development- High Risk: Reaching In-Risk Youth. San Francisco, CA: Mission Analytics Group, Inc.
- San Francisco Dept. of Children, Youth and Their Families. (2014). Does VPI Reach Students at Risk of Juvenile Justice Involvement? Violence Prevention Initiative and Youth Workforce Development. San Francisco, CA: Mission Analytics Group, Inc.
- San Francisco Dept. of Children, Youth and Their Families. (2014). SFUSD Student Characteristics of Violence Prevention Initiative and Youth Workforce Development- High Risk Participants (Revised). San Francisco, CA: Theobald, N., O'Brien-Strain, M., Moody, J., Marin, S. V., Mission Analytics Group, Inc.
- San Francisco Dept. of Children, Youth and Their Families. (2014). The Violence Prevention Initiative and Youth Workforce Development – Justice System Involved Referral Process Analysis. San Francisco, CA: Gunther, K., Marin, S. V., O'Brien-Strain, M., Mission Analytics Group, Inc.
- San Francisco Dept. of Children, Youth and Their Families. (2016). Violence Prevention and Intervention Executive Brief. San Francisco, CA.

Appendix C: Protocol for Interviews with JJCC Members

DCYF JJCC Local Action Plan Interview Protocol

Before the meeting:

- Be sure that interviewee has had the opportunity to ask questions either prior to the interview or at the start of the interview about the materials sent to them prior to the meeting (current investments, impact on investments, purpose of local action plan, etc.)
- Ensure that interviewer has all necessary materials to take notes (recorder, pen, paper, protocol).
- Ensure interview space is comfortable, conversation is intelligible.
- Bring/distribute copies of prep materials if necessary.
- Be aware of how your tone, language, and framing of questions influence responses- we want to know what the interviewees think first and foremost

Welcome, Introductions (1 min)

I am here from the Department of Children, Youth, and Their Families. Today, I will be asking you a series of questions about how the City and County of San Francisco might meet the needs of juvenile justice system-involved youth (ages 10-18). You have been selected to be interviewed either because of your participation in the JJCC or because of your content-knowledge of this particular population. The expertise and input that you share today will inform the scope and strategy areas in the City's Local Action Plan for System-Involved Youth and will help guide the investments in programming and resources for San Francisco's system-involved youth.

Setting the Stage (5 min)

(Ensure that both the interviewer and interviewee have a hard copy in order to review the purpose of the Local Action Plan together)

The Local Action Plan is required by State Assembly Bill 2261 and resulted in the legislation found in Welfare and Institutions Code section 749.22 both of which stipulate that all jurisdictions who compete for the Juvenile Crime Enforcement and Accountability Challenge Grant Program must "(a) develop and implement a comprehensive, multiagency local action plan that provides for a continuum of responses to juvenile crime and delinquency including collaborative ways to address local problems of juvenile crime and (b) demonstrate a collaborative and integrated approach for implementing a system of swift, certain, graduated responses, and appropriate sanctions for at-risk youth and juvenile offenders."

The Local Action Plan must include the following components:

- a. An assessment of existing law enforcement, probation, education, mental health, health, social services, drug and alcohol and youth services resources which specifically target at-risk juveniles, juvenile offenders, and their families.
- b. An identification and prioritization of the neighborhoods, schools, and other areas of the community that face a significant public safety risk from juvenile crime.
- c. A local action plan for improving and marshaling the resources set forth in subdivision a (above) to reduce the incidence of juvenile crime and delinquency in the areas targeted pursuant to subdivision b (above) and the greater community. The councils shall provide specific strategies for all elements of response including prevention, intervention, suppression, and incapacitation, to provide a continuum for

addressing the identified juvenile crime problem, and strategies to develop and implement locally-based or regionally-based out-of-home placement options for youth involved in the juvenile justice system.

- d. Develop information and intelligence-sharing systems to ensure that county actions are fully coordinated, and to provide data for measuring success of the jurisdiction in achieving its goals. The plan shall develop goals related to the outcome measures that shall be used to determine the effectiveness of the program.
- e. Identify outcome measures which shall include, but not be limited to:
 - i. The rate of juvenile arrests
 - ii. The rate of successful completion of probation
 - iii. The rate of successful completion of restitution and court-ordered community service responsibilities.

The point of our conversation today is to inform the development of this local action plan. I will ask you a series of questions that pertain directly to points (a) through (c) from the Purpose of the LAP sheet you have in front of you.

You will notice that someone is taking notes today. We want to make sure that we capture your input from our conversation. I will also be recording today's conversation if you have no objections.

Do you have any questions about the Local Action Plan or any of the materials provided to you before we get started?

Questions (45-60 min)

OK, let's get started:

1. How do you see your role (in your work) in supporting better outcomes for system-involved youth in San Francisco?
2. In your role, what programming and/or resources do you currently support for system-involved youth?
 - *If additional instruction or context is necessary, interviewer will encourage interviewees to think about what programs and resources their agency or association (law enforcement, probation, educational, mental health, health, social services, drug and alcohol, and youth services, etc.) might have/support which specifically target system-involved youth and their families along current continuum of response services. Probing questions include: what agencies/organizations do you partner with to support system-involved youth? In these partnerships, what is your role?*
3. What do you see as the greatest **barriers to success** for system-involved youth in San Francisco?
 - *Probing questions include: What are the greatest unmet needs of system-involved youth in San Francisco? What system challenges impede success for system-involved youth? What partnerships (or lack thereof) limit success for system-involved youth? What neighborhood challenges, if any, impede success for system-involved youth? What family challenges, if any? Economic challenges? Social challenges? Educational challenges?*
4. What do you see as **strengths and protective factors** for youth that the City could build upon to prevent involvement in the juvenile justice system and/or increase success among system-involved youth in San Francisco?
 - *Probing questions include: How might the City help to increase these strengths and protective factors especially for youth who are coming into contact with the juvenile justice system? What kinds of program and policies could the City develop to build or expand upon programming and service capacity for*

*increasing these strengths and protective factors among youth in San Francisco?
What do these programs look like? What do they achieve? Who do they serve?*

5. How do you think the City could improve the juvenile justice system in San Francisco in order to support the success of system-involved youth?
 - *Probing questions include: How might the City and County overcome the barriers identified in Question 3? What partnerships don't currently exist that ought to? What programs don't currently exist that ought to? What structural and systemic changes need to be made to support the success of system-involved youth?*
6. How do you see CBOs contributing to the success of system-involved youth?
 - *Probing questions include: Where do you think CBOs can be most effective in supporting system-involved youth? How do you think partnerships could be strengthened and accountability be shared between city departments, other agencies, professional collaboratives, and CBOs?*
7. Are there any specific sub-populations within the more general population of system-involved youth that you feel face greater challenges or barriers than do other system-involved youth? If so, who are these youth, what are their needs, and how might the City address these challenges differently than we would the general system-involved youth population?
 - *If additional instruction is necessary, interviewer will encourage interviewees to try to identify specific neighborhoods, communities, types of offenders, gender, age, school, etc. who may have additional, greater, or different needs than that of the general system-involved youth population.*
8. Are there any other thoughts or ideas you'd like to share with me regarding programming and/or resources for juvenile justice system-involved youth in San Francisco?

Closing (1 min)

Thank you again for your time and sharing your thoughts and expertise with me today. Your input is very helpful and will inform how the JJCC will develop its Local Action Plan. After I have finished these interviews, DCYF will compile all interview input and present this information to the JJCC in mid-September. At that meeting, the JJCC will set out their strategic funding priorities to address the identified needs of juvenile justice system-involved youth in San Francisco in order to reduce crime and delinquency and increase successful transitions into adulthood for the youth of San Francisco.

Appendix D: Questions for Violence Prevention & Intervention Grantee Input Sessions

DCYF Questions for LAP Input Session with VPI Grantees

1. What do you see as the greatest **barriers to success** for system-involved youth in San Francisco?
 - *Probing questions include: What are the greatest unmet needs of system-involved youth in San Francisco? What system challenges impede success for system-involved youth? What partnerships (or lack thereof) limit success for system-involved youth? What neighborhood challenges, if any, impede success for system-involved youth? What family challenges, if any? Economic challenges? Social challenges? Educational challenges?*
2. What do you see as **strengths and protective factors** for youth that the City could build upon to prevent involvement in the juvenile justice system and/or increase success among system-involved youth in San Francisco?
 - *Probing questions include: How might the City help to increase these strengths and protective factors especially for youth who are coming into contact with the juvenile justice system? What kinds of program and policies could the City develop to build or expand upon programming and service capacity for increasing these strengths and protective factors among youth in San Francisco? What do these programs look like? What do they achieve? Who do they serve?*
3. How do you think the City could improve the juvenile justice system in San Francisco in order to support the success of system-involved youth?
 - *Probing questions include: How might the City and County overcome the barriers identified in Question 3? What partnerships don't currently exist that ought to? What programs don't currently exist that ought to? What structural and systemic changes need to be made to support the success of system-involved youth?*
4. Are there any specific sub-populations within the more general population of system-involved youth that you feel face greater challenges or barriers than do other system-involved youth? If so, who are these youth, what are their needs, and how might the City address these challenges differently than we would the general system-involved youth population?
 - *If additional instruction is necessary, interviewer will encourage interviewees to try to identify specific neighborhoods, communities, types of offenders, gender, age, school, etc. who may have additional, greater, or different needs than that of the general system-involved youth population.*

Appendix E: Protocol for Focus Group with Young Women in Juvenile Justice Center

DCYF Local Action Plan: Targeted Outreach/Focus Groups Protocol Juvenile Justice Center – Girls' Unit

Before the meeting:

- *Ensure that someone is designated to take notes and has all necessary materials (recorder, pen, paper, protocol)*
- *Set the room up in a circle (if possible)*
- *Be aware of how your tone, language, and framing of questions influence youth responses- we want to know what the youth think first and foremost*
- *Make sure everyone in the room has a name-tag on*

Youth Introductions & Icebreakers

- Let's have everyone go around the room and say their name and play two truths and a lie.

What's in it for us

- The feedback we collect through this **focus group will serve to inform the development of a Local Action Plan for Juvenile Justice System-Involved Youth by the Juvenile Justice Coordinating Council. This is a group of decision-makers who either run parts of the juvenile justice system or who run programs in partnership with it.** Ultimately, your input will help to tell the City and County of San Francisco (and all these decision-makers) what we can do to ensure that juvenile justice system involved youth are successful upon exiting the system. We would like you all to help us understand your experience in the system and get your input on how we can make it better.
- If you have more questions about how all of this works, we are happy to talk more about it at the end of the group.

What's in it for you

- The input you give today is hugely important to the work that we do, but it does take a little while for the information you share to reach the people who make changes. So while what you share with us might not end up influencing you directly, it will impact the young people who come after you.
- I would like to thank you all for taking the time to speak with us today, and Director Recinos for inviting us.

Confidentiality and Group Agreements

- Acknowledge the difficulty and sensitive nature of the conversation in today's group. Remind young people that they don't need to say or share anything they don't feel comfortable saying or sharing.
- Please help us respect everyone's confidentiality and privacy today by not repeating any personal information that anyone else shares after today's discussion.
- You will notice that I am taking notes today. She's here to make sure we capture the feedback from today's discussion. **She will not use any names in her notes.**
- We are primarily interested in gathering youth feedback but if staff would like to give input we will make sure there are a few minutes reserved at the end for them to share their thoughts.
- Does anyone have any questions about how we plan to use the information we gather today.

- Next, I would like suggest that we try not to talk over each other and respect the speaker while they are talking. We want to hear what all of you have to say.

Questions

1. **What has been the single most difficult part of being involved in the juvenile justice system? Do you think your experience is different because you're a girl?**
 - a. About the court process
 - b. About time spent in the hall
 - c. If in and out, about fulfilling probation requirements
 - d. With family
 - e. In terms of school or your education
 - f. With friends or social circles
 - g. In terms of plans and/or goals you may have made for yourself
2. **What has been the single most positive part of being involved in the juvenile justice system? Do you think your experience is different because you're a girl?**
 - a. Same probes as above
3. **What makes you the most anxious about getting out of YGC?**
4. **What programs, people, and/or places do you think will be able to help you when you leave YGC? Do you think if these programs were just for girls they would help you more or less than programs with boys and girls?**
5. **What has made this process (being system-involved) easier or less stressful?**
 - a. Things, people, programs
6. **Where do you see yourself in a year?**
7. **If needed: If you could add anything to San Francisco (or your school, or your neighborhood) to help you stay out of trouble/the juvenile justice system after you leave YGC, what would it be?**

Closing

Thank you again for your time and sharing today. Your input has been very helpful and will inform how the City and County of San Francisco approaches its work with the juvenile justice system moving forward.

Appendix F: Protocol for Focus Group with Young Men in Juvenile Justice Center

DCYF Local Action Plan: Targeted Outreach/Focus Groups Protocol Juvenile Justice Center – Unit 5

Before the meeting:

- *Ensure that someone is designated to take notes and has all necessary materials (recorder, pen, paper, protocol)*
- *Set the room up in a circle (if possible)*
- *Be aware of how your tone, language, and framing of questions influence youth responses- we want to know what the youth think first and foremost*
- *Make sure everyone in the room has a name-tag on*

Youth Introductions & Icebreakers

- Let's have everyone go around the room and say their name and play two truths and a lie.

What's in it for us

- The feedback we collect through this **focus group will serve to inform the development of a Local Action Plan for Juvenile Justice System-Involved Youth by the Juvenile Justice Coordinating Council. This is a group of decision-makers who either run parts of the juvenile justice system or who run programs in partnership with it.** Ultimately, your input will help to tell the City and County of San Francisco (and all these decision-makers) what we can do to ensure that juvenile justice system involved youth are successful upon exiting the system. We would like you all to help us understand your experience in the system and get your input on how we can make it better.
- If you have more questions about how all of this works, we are happy to talk more about it at the end of the group.

What's in it for you

- The input you give today is hugely important to the work that we do, but it does take a little while for the information you share to reach the people who make changes. So while what you share with us might not end up influencing you directly, it will impact the young people who come after you.
- I would like to thank you all for taking the time to speak with us today, and Director Recinos for inviting us.

Confidentiality and Group Agreements

- Acknowledge the difficulty and sensitive nature of the conversation in today's group. Remind young people that they don't need to say or share anything they don't feel comfortable saying or sharing.
- Please help us respect everyone's confidentiality and privacy today by not repeating any personal information that anyone else shares after today's discussion.
- You will notice that someone is taking notes today. She's here to make sure we capture the feedback from today's discussion. **She will not use any names in her notes.**
- We are primarily interested in gathering youth feedback but if staff would like to give input we will make sure there are a few minutes reserved at the end for them to share their thoughts.
- Does anyone have any questions about how we plan to use the information we gather today.
- Next, I would like suggest that we try not to talk over each other and respect the speaker

while they are talking. We want to hear what all of you have to say.

Questions

1. **What has been the single most difficult part of being involved in the juvenile justice system?**
 - a. About the court process
 - b. About time spent in the hall
 - c. If in and out, about fulfilling probation requirements
 - d. With family
 - e. In terms of school or your education
 - f. With friends or social circles
 - g. In terms of plans and/or goals you may have made for yourself
2. **What has been the single most positive part of being involved in the juvenile justice system?**
 - a. Same probes as above
3. **What makes you the most anxious about getting out of YGC?**
4. **What has made this process (being system-involved) easier or less stressful?**
 - a. Things, people, programs
5. **Let's each say one sentence describing what goals we'd like to achieve by the end of the year?**
 - a. These goals can be in school, in art or music or sports, at home, with your family or friends or in any other part of your life.
6. **What programs, people, and/or places do you think will be able to help you achieve the goals you just shared when you leave YGC?**
7. **If needed: If you could add anything to San Francisco (or your school, or your neighborhood) to help you stay out of trouble/the juvenile justice system after you leave YGC, what would it be?**

Closing

Thank you again for your time and sharing today. Your input has been very helpful and will inform how the City and County of San Francisco approaches its work with the juvenile justice system moving forward.